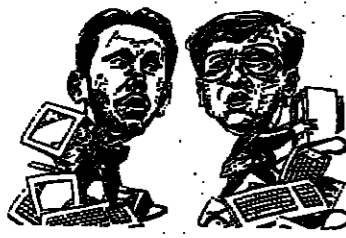


السوق المالية

FINANCIAL TIMES



Network computers But who will use them? Page 13

US companies Survival of the old and big Page 12



Japanese burden A tax and debt conundrum Page 6



Today's surveys Corporate finance Jersey Separate sections

World Business Newspaper

WEDNESDAY MAY 22 1996

500 die as Tanzania ferry capsizes on Lake Victoria

More than 500 people died when a Tanzanian ferry capsized on Lake Victoria near the western town of Mwanza. Rescue workers found 120 survivors and recovered 25 bodies. Survivors said many passengers were caught underneath the vessel when it turned over and sank. The ship was due to be taken out of service.

Food price rises to be short-lived: A rise in world agricultural prices is likely to prove short-lived and risks encouraging industrialised countries to relax their efforts to reform farm policies, an Organisation for Economic Co-operation and Development study shows. Page 14; Moscow makes surprise application to join OECD, Page 4

Bomb kills 16 in Delhi: A Kashmiri militant group claimed responsibility for a car bomb which killed at least 16 people in a busy New Delhi market. BJP to offer 'reformist' budget in July, Page 6

Deutsche Telekom attacked: Dietmar Kuhn, chairman of RWE, Germany's largest energy group, accused Deutsche Telekom, the state telecommunications network, of failing to create conditions for fair competition. Page 15; Lex, Page 14; Australia set-back on Telstra sell-off, Page 6

Mafia 'channeling money to Russia': Senior Italian police officers believe that the Mafia has been channeling large amounts of money to Russia because of a clampdown on its domestic operations. Page 14; Italians exultant, Page 3

Hong Kong business group warns Patten: Hong Kong's General Chamber of Commerce called on governor Chris Patten (left) to accept China's plan to replace the territory's elected legislature. In an open letter to Mr Patten, James Tien, chairman of the chamber, warned that refusal to co-operate with a provisional legislature would have an

"adverse effect" on Hong Kong's transfer from British to Chinese sovereignty next year. Mr Patten rejected the call. Page 5

MEPs told to cut costs: The European parliament must cut its spiralling costs after a 50 per cent jump in four years, MEPs were told. The parliament's provisional 1997 budget is 16 per cent above this year's at Ecu534m (\$1.16bn). Page 2

Sonnet bids for Transocean: A battle between two Texas oil drillers to take over Norway's Transocean Drilling appeared to swing in favour of Sonnet Offshore Drilling when it increased its bid to close to US\$1.5bn. Page 15

Toyota in China ventures: Toyota, Japan's largest carmaker, is expected to announce today that it has won approval for a long-standing plan to manufacture engines in Tianjin, northern China. Page 14; Honda surges, Page 20

US presses for 'open skies' deal with UK: The US government gave its firmest indication that it would block any alliance between British Airways and American Airlines unless the UK agreed to conclude an "open skies" agreement with the US. Page 5

Call for break-up of UK airports groups: A committee of British MPs called for BAA, the airports group, to be broken up, saying London's Heathrow, Gatwick and Stansted airports should not be run by one company. Page 8; Lex, Page 21

Ulster talks under threat: The UK government faced a twin threat to all-party talks on Northern Ireland when the Ulster Unionists threatened to withdraw support from the Conservatives and Sinn Féin played down prospects of an IRA ceasefire. Page 9

China seeks end to MFN annual reviews: Beijing urged Washington to end its "disruptive" annual review of China's Most Favoured Nation trading status. Page 5; Britain attacks US trade policies, Page 4; Cuba still shy of investment, Page 7

Overseas growth lifts TDK: Strong growth in its principal overseas markets lifted annual pre-tax profits at TDK, the world's largest maker of magnetic tapes, by almost 70 per cent to Y51.9bn (\$403m). Page 15

M&S profits rise 7.2%: Reviving consumer sentiment helped Marks and Spencer, the leading British high street retailer, to a 7.2 per cent rise in annual pretax profits to just under £1bn (\$1.52bn). Page 15; Lex, Page 14; Pension costs peg M&S advance, Page 23

US STOCK MARKET INDICES

New York: Dow Jones Industrial Average 5,758.95 (+8.13)

NASDAQ Composite 1,251.88 (+1.57)

Europe and Far East: DAX 2,128.71 (+8.12)

FTSE 100 2,578.78 (+31.78)

Nikkei 22,891.74 (+112.74)

US LONGBOND YIELDS

3-month Treasury Bill: 5.4%

Long Bond: 6.82%

OTHER RATES

UK 3-month Interbank: 5.5%

France: 10 y Gilt: 105.75

Germany: 10 y Bund: 96.77

Japan: 10 y JGB: 98.2184

NORTH SEA OIL (Barges)

Strait Dated: \$18.82

Table with columns: Ship, Origin, Destination, Date

'Furious' Major launches retaliatory campaign as Brussels remains firm on beef ban

UK vows to disrupt EU business

By Robert Peston in London

The UK yesterday launched an extraordinary campaign to disrupt the European Union's decision-making in fury at lack of progress on lifting the worldwide ban on exports of British beef.

After weeks of hesitation on whether to retaliate, Mr John Major, the prime minister, said the UK could not "continue business as usual within Europe" when faced with a "clear disregard by some of our partners of reason, common sense and Britain's national interest".

The move, agreed by ministers yesterday morning, was prompted by the failure on Monday night of the EU's standing

veterinary committee to agree to a partial lifting of the embargo relating to some derivative products.

Mr Major, described by colleagues as furious, told the House of Commons it was not the way he liked to do business in Europe, but he had decided the UK would veto decisions on any issue which required a unanimous vote of EU members.

He accused a handful of EU countries - understood to be Spain, Portugal and the Benelux states - of a "wilful disregard of Britain's interests and in some cases a breach of faith", for reneging on assurances that they would support a partial lifting of the ban.

Echoes of 'empty chair' policy; Mixed motives behind No vote Page 8

Editorial Comment Page 13; Short-lived rise in farm prices Page 14

Reaction across Europe was swift and hostile. Mr Philippe Vasseur, the French farm minister, warned that it was "not in Britain's interest to escalate the conflict" over blocked British beef.

EU officials described Mr Major's move as counter-productive. "Nobody is going to be blackmailed into taking action. Threats are not going to work in this situation," one said.

They dismissed suggestions that it would have a significant effect on EU business in the short term, but conceded that in the

longer term a policy of non-co-operation could cause increasing difficulties.

In the UK, Tory MPs were delighted, especially the Euro-sceptics who have been campaigning for the government to retaliate since the EU ban was imposed eight weeks ago.

The dwindling number of Tory pro-Europeans were less happy. "My fear is that this will end up as nothing more than a bluff, and we'll find our way down a slippery slope with people clamouring for us to leave the Union," said one.

Ministers were yesterday drawing parallels with General de Gaulle's operation in 1965 of an "empty chair" policy, when he withdrew France from all meetings of what was then called the Common Market, in protest over the Common Agricultural Policy.

"We are sending a significant political signal," said Mr Malcolm Rifkind, the foreign secretary.

The government said it would use every EU ministerial meeting to argue the case for lifting the ban, irrespective of the formal agenda. "If we are there to talk about transport, we will talk about beef," said a minister. "If fishing is on the table, we will talk about beef."

A halt in the intergovernmental conference on reforming the EU's institutions. The UK will be present at all IGC meetings but will prevent any decisions from being reached.

However, the British government's greatest threat is that it will hijack the forthcoming European Council meeting of government heads in Florence when movement towards monetary union was supposed to be the main item on the agenda.

"Florence is bound to be dominated by this issue," Mr Major said. A senior official later added that the prime minister would veto the issue by the council of its normal statement or conclusions at the end of the meeting.

Progress will also be brought to

Public sector workers strike in support of pay claim ■ Negotiations resume today

Germany slips into 'recession' as GDP falls again

By Peter Norman in Bonn

The German economy contracted for the second successive quarter in the first three months of this year, implying the country was in recession according to the standard US and UK definition.

Without giving figures, the Bonn economics ministry reported yesterday that gross domestic product in the first quarter declined on a price and seasonally adjusted basis to an extent similar to the previous quarter and showed hardly any increase compared with the first quarter of last year.

Meanwhile, public sector workers in numerous German cities staged further short "warning strikes" yesterday in support of their union's 4.5 per cent pay claim for 3.2m employees.

The stoppages, which were concentrated in eastern Germany, disrupted municipal transport and refuse disposal services and some hospital and postal services. Employers and the public workers' union are due to resume negotiations today.

The statement from the Bonn economics ministry implied that the economy shrank by about 0.5 per cent in the three months to the end of March, which was the decline reported for the October to December period. The statistics office will produce official first quarter figures next month.



The ministry blamed the downturn on the unusually long and harsh winter that hit the construction industry and other sectors. It said the available economic data, which mostly included March figures, gave hardly any indication of a recovery. However, the report was confident activity would pick up.

It said improved underlying conditions pointed to a gradual strengthening of upwards momentum in the economy. These included stable prices, low interest rates, reduced taxes for

people with low incomes, the almost full reversal of last year's effective revaluation of the D-Mark, markedly higher company profits and generally moderate wage settlements.

But it added that there would only be a decisive improvement in the German labour market - where nearly 4m are registered as unemployed - if there was a significant and permanent strengthening of investment. Companies had to be persuaded

About 3,000 members of the OeTV public sector union protested in Düsseldorf in support of a 4.5 per cent pay claim. Their banner vows strikes and solidarity against 'wage cuts and division'. An estimated 100,000 workers across Germany halted transport, rubbish collection and city administration in a continuing drive against Bonn's austerity plans.

Continued on Page 14

EdF group buys big stake in Brazil power company

By Angus Foster in São Paulo

A consortium including Electricité de France and two US groups yesterday bought a significant stake in Light, the Rio de Janeiro power company, in Brazil's biggest privatisation so far.

The successful sale, which followed several delays and court challenges, is a big lift for the sell-off programme of president Fernando Henrique Cardoso.

The foreign interest in Light was also seen as a promising signal for the future privatisations of mining giant Companhia Vale do Rio Doce, expected next year, and Brazil's huge electricity generation and telecom industries.

Planning minister Mr José Serra described the sale as a great success and said the R\$2.22bn (\$2.23bn) raised would be used for investments elsewhere in the electricity sector, and to reduce government debt.

"This is the first large-scale entry of foreign investment in a

Brazilian privatisation," he said. Nearly all the shares on offer, equal to 60 per cent of Light's capital, were sold during the privatisation auction, which lasted just 14 minutes.

EdF, along with its US partners Houston Power Industries and AES Corporation, emerged with the biggest shareholding in Light, of 34.7 per cent. Eletrobrás, the federal government's electricity holding company, has retained a 21.6 per cent stake, which is likely to be sold later.

CSN, a Rio de Janeiro steel company and one of Light's biggest customers, bought a 7.25 per cent stake. Some 12.5 per cent of the shares were split between Brazilian pension funds and banks. The 5 per cent block of shares left over will be offered for sale again today. All the shares were acquired at the minimum price of R\$390.23 per 1,000 shares.

Light is the second electricity distributor sold under Brazil's privatisation programme. Last

year the government sold Escelsa in the state of Espírito Santo.

The next step for the government is to start selling parts of Brazil's generation network, one of the largest in the world. However, progress is likely to be slow since the necessary regulatory framework is still to be agreed.

Mr José Berenguer, managing director of ING Baring, which advised the foreign consortium, said the outcome showed foreign investors' growing interest in "not just the electricity sector, but the high growth potential of the country".

The sale should also help São Paulo state's sell-off plans. The state, whose electricity system is the biggest in Latin America, is splitting up its network and hopes to start privatising later this year.

The auction was accompanied by a heavy police presence but there was none of the violence between police and unions witnessed at some previous sales.

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American News	7	Business & Envir't	10	Markets	34	Recent Issues	34	Share Information	28.27	Int'l Corporate Finance	34	Int'l Corporate Finance	34
World Trade News	5	Art	11	Commodities	35	FT Accounts	28.27	Share Information	28.27	Int'l Corporate Finance	34	Int'l Corporate Finance	34
UK News	8.9	Art Galley	11	FT Accounts	28.27	Share Information	28.27	Share Information	28.27	Int'l Corporate Finance	34	Int'l Corporate Finance	34
Weather	14	Crossword	23	FT/SP A Wid Index	34	London SE	30	London SE	30	Int'l Corporate Finance	34	Int'l Corporate Finance	34
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EUROPEAN NEWS DIGEST

Europe risking 'anaemic growth'

Europe is facing the "risk of anaemic growth", with consumer confidence remaining low and business confidence waning in several countries. Mr Alessandro Lamfalussy, president of the European Monetary Institute, said in a speech to be delivered in Vienna last night.

Oslo talks on engineering strike

Norway's chief mediator summoned employers and union representatives for a new round of talks yesterday in an attempt to settle a strike over pay by 37,000 Norwegian engineering workers.

Slovenia set to sign EU accord

Slovenia is expected to sign a long-delayed association accord with the EU next month, opening up trade and setting up regular co-operation talks on areas ranging from foreign affairs and crime-fighting to tourism and education.

Zagreb restores Slavonia phones

The only remaining rebel Serb-held area of Croatia, eastern Slavonia, was linked to the rest of the country yesterday when phone lines were reconnected for the first time since 1991.

EU statement backs Ukraine

The European Union issued a strong statement of support for the Ukraine yesterday, saying the independence and territorial integrity of Russia's neighbour was fundamental for Europe's security.

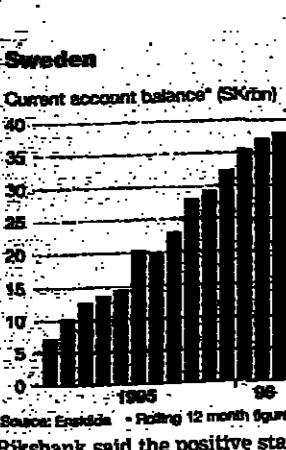
Russia forecasts better harvest

The Russian grain harvest is expected to rise this year and rebound from the worst harvest in 30 years, a Russian news agency reported yesterday.

ECONOMIC WATCH

Sweden again trims repo rate

Sweden's central bank, the Riksbank, yesterday trimmed its main repurchase lending rate from 6.70 per cent to 6.50 per cent. The repo rate cut - the 11th this year - was widely expected.



The west's diplomats in Tirana get wake-up calls

Albania's election is turning nasty, writes Kevin Done, as the ruling Democratic party fears a comeback by ex-communists

The sleep of western diplomats in Tirana was disturbed in the early hours of Monday by frantic phone calls from officials of Albania's opposition Socialist party - the reformed successor of Stalinist dictator Enver Hoxha's Party of Labour.

The Albanian election campaign is turning nasty. The ruling Democratic party has gone to great lengths to ensure victory, but the edgy, nervous mood of the final days of the campaign suggests that the Socialists may have closed much of the gap.

Reports of harassment and intimidation are growing and international monitors are expressing fears for the conduct of Sunday's poll.

"We are collecting facts and we have seen some irregularities, but it could just be bad administration," says Mr Wolfgang Stoppel, a German judge and one of the 50 election monitors observing the poll for the Organisation for Security and Co-operation in Europe.

Life jail sentences urged for Albanian officials

An Albanian prosecutor yesterday called for life imprisonment for four senior ex-communist officials, including a former president, charged with political persecution while in power.

The prosecutor, Mr Arjan Sulstafa, charged a total of five officials with crimes against humanity for ordering the internal exile of dissidents, demanding life terms for four of them.

The most prominent defendant was Mr Haxhi Lleshi, Albania's president from 1953 to 1982 under Mr Enver Hoxha, the late communist dictator. He was also charged under the controversial new genocide law for allegedly conspiring to eradicate an entire section of society - the dissidents.

"We are not charging them for overstepping their authority but for sending many people to internal exile for political reasons," Mr Sulstafa told a Tirana court.

Mr Sulstafa called for life jail sentences for Mr Lleshi, Mr Manush Myftiu, former deputy prime minister, Mr Arant Cela, supreme court chairman, and Mr Zylyftar Ramizi, the deputy interior minister who also headed the notorious Sigurimi secret police.

The prosecutor demanded a 25-year sentence for the fifth defendant, Mr Rrap Mino, former prosecutor-general.

Under Albanian law, the former officials could receive sentences ranging from 15 years to the death penalty if convicted.

Mr Sulstafa said their orders to exile dissidents had violated international rights conventions which Albania had signed, as well as the constitution valid at the time.

Around 100,000 Albanians were believed to have been forced into internal exile to remote Albanian villages during 45 years of communist rule on charges of expressing opinions against the Stalinist government or trying to escape from the isolated Balkan state.

The first sentence based on the genocide law was handed down by a court in the northern city of Shkoder, when it sentenced an army officer to life imprisonment in absentia on charges of killing a man and wounding another while they were trying to flee Albania in 1990.

from holding election meetings. At the weekend the main road to Shkoder, a Democratic party stronghold in the north, was blocked by a couple of hundred demonstrators with shouts of "Socialists out of Shkoder".

Socialist leaders say their party has reformed. Marx may be mentioned in the manifesto, but the programme is social democratic, they insist

ensured the safety of those attending. Leaders of the Democratic party accept that there is little chance of repeating their landslide victory of four years ago, when, amid the chaos that followed the collapse of communism, they won 62 per cent of the vote and 92 of the 140 seats in the Albanian parliament.

"I think we will get 42 to 45 per cent of the vote and the Socialists 25 per cent," says prime minister Alexander Meksi, a former archaeologist.

"There are many mistakes in voter lists. Some names appear twice, some are missing," said Mr Meksi.

Mr Meksi, a deputy chairman of the Socialists, complains: "We have had many problems, some of our candidates have been arrested for a few hours, sometimes the police have stopped our leaders

parliament, not in the government's way, which is corrupt, untransparent and ineffective."

Mr Tritan Shehu, chairman of the Democratic party, conceded that the ex-Communists were strong at local level but claimed they used the old security police structure.

"They are very organised, very disciplined, very militant. They wanted to get a big branch of the security police elected to parliament, which would have been a big problem for the stability of our country."

The Democratic party met that challenge by passing its "genocide law" late last year, blocking scores of opposition candidates from standing for election, either on the grounds that they were senior former Communist officials or that the secret files of the old regime

showed them to be collaborators of the Sigurimi secret police.

The leader of the Socialists, Mr Fatos Nano, briefly prime minister under the former Communist regime, is still in jail convicted of embezzlement, despite a campaign by international human rights groups for his release.

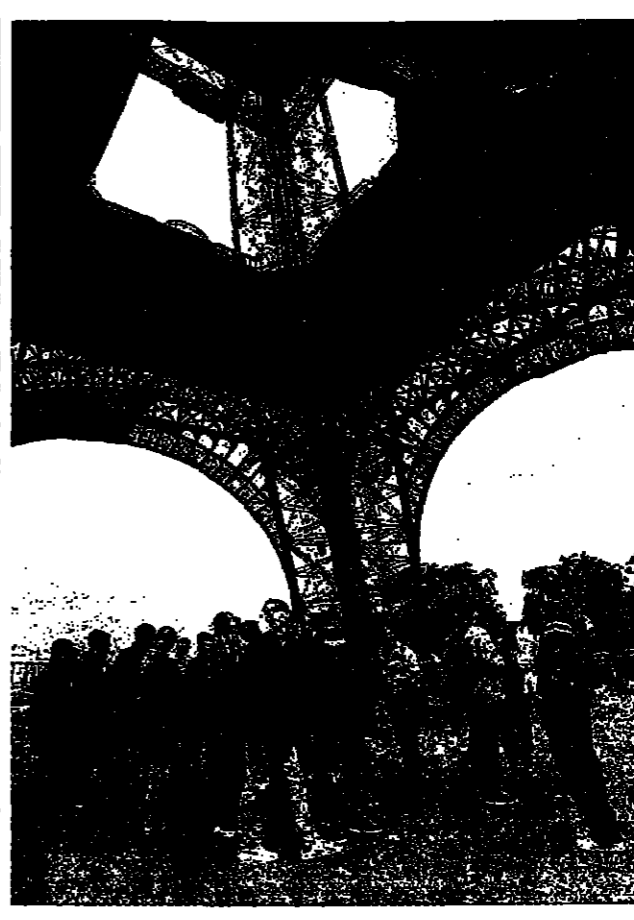
The Democratic party hopes to gain from changes in the electoral law, which clearly favours the big parties. Some 115 of the 140 MPs will be elected by majority votes in individual constituencies.

There will also be a run-off round of the two leading candidates in constituencies where neither achieves a 50 per cent majority on Sunday.

Parties must cross a 4 per cent threshold of the national vote before they can win any of the 25 seats to be elected by proportional representation.

With such measures, President Berisha's Democratic party believes it can win over the next two Sundays and remain, with the Czech Republic, one of the few places in central and east Europe where voters have not chosen government by former communists.

Mr Gramoz Pashko, a founder of the Democratic party alongside President Berisha but who was later expelled and now leads the small opposition Democratic Alliance, insists the ruling party will lose "because of its inability to introduce justice and proper democracy, and to fight corruption".



The Eiffel tower was closed to visitors yesterday because of a dispute over staff parking rights. Tourists hoping to be whisked to the top of the 312-metre high structure, with its peerless views over central Paris, were instead left at ground level, non-plussed and in some cases angry, writes David Owen in Paris.

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Saddam reckons policy reversal may bolster his chance of survival □ Hopes of reducing Iraqi people's hardship

Iraq food-for-oil deal offers 'something for everyone'

By Roule Khalaf and Robert Corzine

The food-for-oil deal agreed between Iraq and the United Nations on Monday has drawn positive reactions from all sides because each party sees in it a way to further its own objectives.

"There is something for everyone in this deal," Mr Ghassan Aljiryah, a former Iraqi diplomat and editor of the Iraqi File, said yesterday. While providing a boost to President Saddam Hussein's regime in the short term, the accord also helps to relieve pressure on the US and Britain to agree to a full lifting of sanctions, imposed after Iraq's invasion of Kuwait in 1990, in the near future.

Mr Saddam appears to have calculated that, at a time of mounting domestic suffering and little prospect of a full lifting of sanctions, abandoning his objections to direct UN involvement in Iraq was a prerequisite to bolstering his short-term chances of survival.

His decision is remarkable, given the lengths to which Baghdad has gone in recent years to ensure the economic effects of sanctions did not undermine the normal processes and powers of a sover-

ign state, even if in so doing it inflicted great hardship and suffering on the Iraqi people.

The government, for example, has required imports of drugs and other medical aid to go through lengthy bureaucratic checks to verify their origin and safety, even as thousands of Iraqis died as a result of hospitals running out of basic medical supplies. Last year international aid workers reported that medical supplies could sit in warehouses for six months or more while the inspections, which had become symbols of Iraq's sovereign powers, were carried out.

Acceptance of the UN plan represents a dramatic public stand, but anything that eases the harsh day-to-day plight of average Iraqis will be widely welcomed. Furthermore, the influx of additional food and medicines could allow him to use the \$100m or so he now spends on such uses to greater political effect, for arms purchases or by targeting government funds to key groups of supporters or regions.

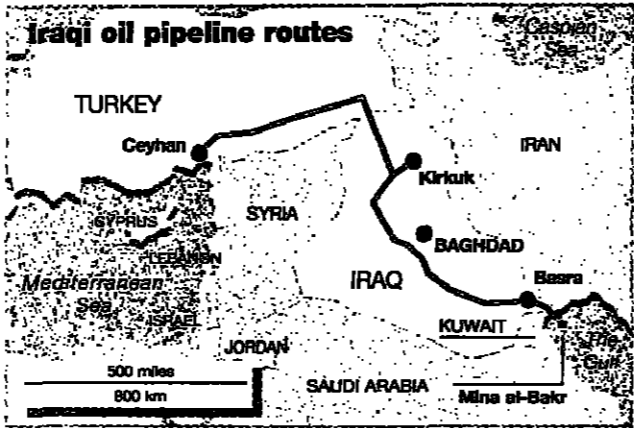
The Iraqi population gains something in this deal, but according to Mr Walid Khaduri, executive editor of the Middle East Economic Survey, the economic effects will be limited. He calculates Iraq will end up with less than 50 per cent of the \$3bn raised from oil sales in six months, a fraction of the pre-Gulf war annual oil income of \$16bn.

About 30 per cent of the revenue from oil sales is deducted for a Gulf war reparations fund, another 15 per cent is earmarked for Kurdish regions no longer under Baghdad's control and 5 per cent meets the costs of the UN operation charged with disarming Iraq. Under the accord, Baghdad will also bear the \$2 per barrel cost of producing the oil and transporting it within Iraq.

A recent report by the US-based Centre for Economic and Social Rights following a visit to Iraq by a team of doctors and other experts describes desperate conditions of deprivation and malnutrition.

The report estimates that real gross domestic product has fallen 75 per cent since the Gulf war and the proportion of the Iraqi population living in extreme poverty has risen from 5 per cent in 1988 to 20 per cent in 1993. The report says the oil-for-food deal will be a "great relief" but cannot act as a solution to these problems and that having the UN organise purchases of food will be costly and inefficient.

Some analysts are concerned about whether a programme



Jordanian money changers wave millions of Iraqi dinars in Amman yesterday after Baghdad's oil exports accord with the UN

with limited aims could make any lasting impression on public health when key infrastructure, such as the water and sanitation systems, are in need of extensive repairs.

The limited economic benefits of the deal and the rising expectations of the population could eventually translate into increased pressure on Mr Saddam, something which no doubt enters into the calculations of the US and Britain - the most virulent opponents to an easing of sanctions on Baghdad.

The US and Britain calculate that addressing the sufferings of the Iraqi people under a separate and limited deal reduces the moral pressure for a full lifting of sanctions. US and British diplomats have argued throughout the talks that whatever plan did emerge, it could not be seen to enhance Mr Saddam's power, at least directly. Monday's agreement, which includes various amendments the US and Britain insisted on, has been carefully constructed so that no funds pass through the president's hands.

The UN will approve every sale of oil and every import contract. UN agents enjoying diplomatic immunity will control distribution of food and medicine throughout Iraq and the proceeds from oil sales will be controlled by a bank chosen by the world body.

Some analysts, however, see further opportunities for Mr Saddam arising from even such a limited oil sales programme. They argue that once a successful oil-for-food deal is under way, it will be much easier for Iraq to lobby for its expansion. This week's agreement has a provision to increase aid flows if the initial amounts prove inadequate.

Under those conditions, Baghdad could also offer a more compelling case for additional funds to be earmarked for the rehabilitation of parts of its oil industry to ensure that sufficient supplies are available to fund the humanitarian effort, an argument which it had to drop in order to secure agreement on this week's deal.

To some that might seem like the lifting of sanctions through the back door. The US and Britain, however, are likely to make sure that even an expanded oil-for-food programme retains the multiple safeguards of Monday's deal, and thus deprive Mr Saddam of any chance of cheating on the level of oil exports or an opportunity to gain direct control of additional cash, the one commodity he needs to expand his power base.

Editorial comment, Page 13

Moscow makes surprise application to join OECD

By Graham Bowley and Gillian Tett in Paris

Russia yesterday surprised leading industrialised nations by asking to join the Organisation for Economic Co-operation and Development.

If accepted, the request - made at the meeting of OECD ministers in Paris - would be the latest step in Russia's integration into the world economy. Acceptance would also be a signal of the west's support for

the reforms launched by Russia's president Boris Yeltsin ahead of the country's presidential elections next month.

Mr Franz Vranitzky, the Austrian federal chancellor and chairman of the meeting, said the application had been given a positive reception by ministers. He said Mr Yevgeni Yasin, Russian minister for the economy, would meet ministers today to discuss further the application - which would include membership of the OECD's Nuclear Energy Agency and the International Energy Agency.

Russia is a very long way

not least because although the OECD has sometimes taken a long time to process applications for membership, it has never actually refused one.

Some diplomats fear that refusing Russia membership would represent a considerable snub. They think that the OECD will come under pressure to relax these criteria slightly.

Mr Vranitzky said that Russia was not "just knocking at the door of the OECD but had set out clearly its plans to meet the criteria for membership." "They have

indicated that they wish to comply with what the OECD is and what it stands for," he said. But he warned that Russia would have to stay true to its commitments after the presidential elections.

However, Mr Donald Johnston, the former Canadian finance minister who takes over as the new secretary-general next month, may take a cautious view of admitting Russia quickly.

He believes that countries should only join if they can both meet the membership criteria, and show that their policies are "sustainable".

Without this, he fears that the values of the group will be threatened.

"This is an issue because once a country is a member the problem is that there is no mechanism by which it can be expelled - there has to be real evidence of sustainability," he recently said.

Mr Lawrence Summers, the US deputy Treasury secretary, said next month's G7 summit in Lyons would be marked by countries taking "a decisive step to address the problems of the highly indebted poor countries" of the world.

"We believe the time is right to take substantial action," he said at the OECD meeting in Paris.

the group. These stipulate that a country should have liberal investment, trade and business regimes and a real commitment to creating a stable market economy.

Mr Tibi's endorsement of Mr Peres could help in a tough election where the Arab vote, 13 per cent of the 3.8m electorate, might secure the Labour leader's victory over rightwing opposition leader Mr Benjamin Netanyahu.

Opinion polls published yesterday showed 65 per cent of Israeli Arabs, fearful that a rightwing government would destroy the Israeli-Palestinian peace process, intend to vote for Mr Peres as prime minister compared with only 2.5 per cent for Mr Netanyahu.

Mr Tibi said he had withdrawn from the race because he feared the Arab Movement for Change, his newly formed party, would not garner enough votes to win a Knesset seat and would drain votes from the more established Arab parties. Under Israel's election law a political party must win at least 1.5 per cent of the votes cast to qualify for Knesset representation.

"Out of historic and moral responsibility and out of national and civil responsibility we have decided not to take any step which could be considered in any way as taking even the slightest chance [of dividing the Arab vote]," Mr Tibi said.

Mr Tibi's withdrawal leaves two Arab parties in the Knesset race - Hadash, a communist party, and the United Arab List, a coalition between the Arab Democratic party and the Islamic movement, which traditionally boycotted Israeli elections. Together the two parties, which have broadly similar political views, now have five seats in the 120-member Knesset.

Recent Israeli opinion polls suggest the Arab parties are unlikely to expand their representation beyond six seats but Arab experts say the polls are inaccurate and predict Arab parties could emerge with eight or nine seats, making them potential king-makers of a future coalition.



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FINANCIAL TIMES

Brittan in fierce attack on US trade policies

By Guy de Jonquieres in Paris

Sir Leon Brittan, Europe's trade commissioner, yesterday launched a strong attack on US trade policy, suggesting that its recent conduct had set back global economic liberalisation and jeopardised the multilateral trade system.

Sir Leon was particularly critical of US legislation which provides for legal actions against foreign companies with investments in Cuba. He called the Helms-Burton act "extra-territorial" and said it breached US international obligations.

"Politically, it is counterproductive to attack one's friends, when the object is others," he told a ministerial

meeting of the Organisation for Economic Co-operation and Development in Paris. He also criticised proposed US trade measures against Iran and Libya.

Sir Leon said the Helms-Burton act was one of a series of recent "checks and setbacks" to international trade policy. These included the near-failure of last year's World Trade Organisation talks on financial services, the inconclusive outcome last month of WTO telecommunications negotiations and lack of progress in efforts to liberalise maritime trade.

Bilateral trade initiatives were also affected, notably negotiations between the EU and US on an agreement to lower transatlantic barriers to trade in information technology products, which Sir Leon said were "stuck".

Though Sir Leon did not name the US, EU officials said his remarks were directed at Washington, which he held largely responsible for recent problems. The officials also claimed that all OECD members except the US wanted the meeting's final communiqué to condemn abusive unilateral trade tactics.

Mr Stuart Eizenstat, US under-secretary of commerce said trade measures against "rogue" states such as Cuba, Iran and Libya did not violate multilateral trade rules. But Sir Leon said that defence was "no argument", and the US had no right to impose its policies on the rest of the world.

OECD warns Europe on pensions and jobs

By Gillian Tett in Paris

Europe's citizens could face a grim economic future unless their governments take rapid and radical action, the OECD told ministers from 27 industrialised countries yesterday.

The OECD said pension systems were likely to be unsustainable in the future and that there was still little progress in cutting unemployment.

These problems were spread across the OECD, with both the US and Japan facing serious future pensions problems.

However, it is in continental Europe that OECD economists fear the most radical action is needed to avoid soaring debt levels.

The OECD's full pensions report will not be published until later this year.

However, work by the OECD on the industrialised world has concluded that current pension systems in almost all countries are unsustainable.

The only countries to escape relatively lightly are likely to be Canada, Australia and the UK - although the outlook in the UK may be undermined slightly by the recent worse than expected performance in government finances.

Continental European coun-

tries like France and Germany are expected to face severe problems that could sharply push up government borrowing early next century - a factor that could further fuel the markets' concern about the levels of debt that countries participating in a future single currency may have.

One solution might be to raise taxes.

However, some economists suspect this could seriously harm European competitiveness, given the already high levels of taxation on the continent. It believes options such as raising the retirement age could be more effective.

But any move in this direction would go against the recent trends in Europe - and could exacerbate the other problem of unemployment.

On this issue the OECD yesterday presented a bleak picture. Two years after presenting a major study showing the causes of unemployment, its economists yesterday admitted that governments had made little progress.

Follow-up studies intended to provide practical solutions had thrown up no easy options. Countries like the UK and US which have succeeded in cutting unemployment through deregulation, face the problem of widening income levels - something the OECD fears could be socially divisive.

But continental European countries which have avoided this trap have overly rigid labour markets, and the OECD expects some, like Germany, to see higher unemployment in the next two years. In place of any overarching solutions, the OECD is instead suggesting a mixture of policies: countries should improve the help they give to unemployed, and examine their tax and benefits system to ensure that they are not discouraging the jobless from taking jobs.

Unlike some rightwing political groups, the OECD does not believe that simply slashing benefits will push people into work.

However, it does think that the benefits system in many countries could be changed, using the experience of other members.

Overall, the OECD thinks that UK and Japan probably have the most effective mix of benefits and active labour market policies.

It favours the practice in the US, Ireland and UK of giving benefits to those in low paid jobs, thereby encouraging them to enter the labour market.

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NEWS: WORLD TRADE

US links BA tie-up to 'open skies'

By Michael Skapinker in London

The US government yesterday gave its firmest indication yet that it would block any alliance between British Airways and American Airlines unless the UK agreed to conclude an "open skies" agreement with the US.

BA and American are discussing a possible tie-up and industry sources say they are likely to aim for a far-reaching accord allowing them to combine some operations and cut costs. Such an agreement would probably require anti-

trust immunity from the US authorities.

However, Mr Patrick Murphy, US deputy assistant aviation secretary, said: "We would have a hard time approving an alliance [between BA and American] with anti-trust immunity absent of open skies."

Negotiators from the two countries met on Monday in Washington. The UK Department of Transport said a possible alliance between BA and American was one subject discussed. However, it is understood the meeting reached no conclusion and no further

discussions are planned.

Mr Murphy's announcement came on the day after the US had given anti-trust immunity to several of BA and American's rivals. Lufthansa of Germany and United Airlines of the US received final approval to their application for immunity, which will allow them to combine their operations and cut costs.

Anti-trust immunity will allow Lufthansa and United to operate more like a single airline, posing a powerful competitive threat to both BA and American. Lufthansa will be able to offer its passengers

greater access to United's US domestic network. United passengers from the US will take advantage of Lufthansa's international routes.

The granting of anti-trust immunity was tied to the conclusion of an open skies agreement between the US and Germany earlier this year.

The US also gave tentative approval earlier this week for Delta Air Lines of the US, Swissair, Sabena of Belgium and Austrian Airlines to combine their operations. The US indicated that the four airlines were likely to receive anti-trust immunity shortly.

The four carriers operate a number of code-sharing agreements. These allow them to sell seats and put their flight numbers on services operated by their partners. They said anti-trust immunity would allow them to co-ordinate schedules more closely.

BA already has an alliance with USAir, in which it has a 24.8 per cent stake. BA said this week that the alliance had brought it benefits over the past year of \$130m. However, BA and USAir do not have anti-trust immunity, which limits the ability to share facilities and offer joint services.

Optic link arrives via sewers of Paris

By David Suchan in Paris

MFS Communications, a US-based telecoms company, yesterday announced the link-up of its first corporate client to a 20km optic fibre network laid through the sewers of Paris. MFS was the first company to get a licence in France to create a telecoms network independent of France Télécom, because its new service is only for business users.

MFS already has some 60 clients in Paris using a conventional system interconnected with France Télécom, but wanted its own network. Mr Dominique Lancrenon, chief executive of MFS's French subsidiary, said the Paris city council's agreement to let it use the sewers had allowed the optic fibre to be "laid at the rate of one kilometre a week, without any digging up of the streets, traffic jams or damage to the environment."

The 20km network spans the Paris financial district from the Arc de Triomphe to the Bourse, and its first client is Viei, a leading financial institution in the Paris inter-bank market with 350 employees and 2,000 telephone lines. The optic fibre has been supplied by Alcatel of France, and uses a technology known as Asynchronous Transfer Mode (ATM), ironically invented by France Télécom engineers to pack more data down a line.

The same ATM technology is to be used by a new telecom users' group set up yesterday in Sophia-Antipolis, the science park outside Nice. The new group has called itself Club Eurosd 155, because it will be using an ATM network capable of transmitting 155m bits of data a second.

Bouygues, set to become France's third mobile phone operator by the end of this month, yesterday said it had awarded Northern Telecom of Canada and Matra of France a \$50m contract to supply several hundred DCS 1800 receiver stations for new coverage in the Côte d'Azur and Lyons areas and to expand stations in the Paris region.

WORLD TRADE NEWS DIGEST

Siemens in US chip venture

Siemens of Germany and Motorola of the US yesterday said they planned to build a chip plant in Richmond, Virginia, at a cost of \$1.5bn. The plant, scheduled to begin operations in the fourth quarter of this year, will produce 64-megabit memory chips.

South Korea's LG Semicon also confirmed its commitment to build semiconductor plants overseas, despite a global glut of memory chips. A company official yesterday said the glut would be short-lived and that LG Semicon would implement plans to build plants in Malaysia and Europe to make 16- and 64-megabit D-Ram chips.

The company is close to agreement for a \$1.23bn joint venture in Malaysia with Hitachi of Japan to start commercial production in 1998. A decision on a European plant is expected next month.

Foreign Staff, London

Zeneca to boost herbicide plant

Zeneca Agrochemicals of the UK yesterday announced plans to double the size of its Gramoxone herbicide plant to be built at Nantong, north of Shanghai. Planned investment has been increased to \$90m from \$50m.

Mr Michael Pragnell, chief executive of the company, said it was doubling the capacity of the plant to 6,000 tonnes a year because demand for Gramoxone had grown to such an extent throughout Asia.

The plant expects to begin production by 1998. Zeneca's partners include Nantong Pesticide, Jiangsu Agrochemical and Nantong Petrochemical. Zeneca will have a controlling stake. The company said the deal was subject to final negotiations. Among issues to be resolved are duties on capital equipment imports.

Tony Walker, Beijing

NZ group plans China brewery

Lion Nathan, the biggest liquor group in Australasia, is to build a brewery in Suzhou, south China, where it will produce as much beer each year as all its New Zealand breweries.

It will be Lion Nathan's second brewery in China. Last year it began a joint venture, the Lion Nathan Taihushui Brewery, in nearby Wuxi. In one year the company doubled output at Taihushui to 120m litres.

Lion Nathan, which produces Castlemaine XXXX, Swan, Tooheys and Steinlager beers, will invest NZ\$200m (US\$137m) in the Suzhou brewery over the next two years and will be wholly owned.

Terry Hall, Wellington

Chrysler, General Motors and Ford of the US sold 10,603 vehicles in Japan during April, a 45 per cent improvement over the previous year, according to the American Automobile Manufacturers' Association. US car companies held a 2.1 per cent share of the Japanese vehicle market in April, up from 1.4 per cent a year earlier, it said.

AFX Washington

The European Union will take counter-action against the US after the World Trade Organisation set up a panel to examine an EU ban on imports of hormone-treated beef. Mr Franz Fischer, farm commissioner, said yesterday. The WTO agreed on Monday to look into Washington's complaints that an eight-year-old EU ban on imports of beef treated with growth-promoting hormones breaks trade rules.

But Mr Fischer said unilateral US sanctions against EU food and drinks exports were also against trade rules, and the EU would be taking action.

Reuter, Geneva

China urges US to end annual MFN wrangle

By Tony Walker in Beijing

Beijing yesterday welcomed the US decision to renew China's Most Favoured Nation trading status, but urged Washington to end its "disruptive" annual review.

China's foreign ministry said the annual review was not conducive to stable, long-term and normal economic and trade relations. "We hope the US will reverse this erroneous practice," said a ministry spokesman.

Earlier, vice-premier Li Lanqing had added his voice to calls for an end to the annual review, saying it was "harmful" for the two sides to engage in an annual wrangle over MFN renewal. Mr Li, who has responsibility for foreign trade,

said he hoped arguments over counterfeiting of goods could be resolved without sanctions.

"I feel this is inappropriate. We are not willing to see a trade war. Disputes in trade can be resolved through negotiations," he said.

The US has threatened to impose sanctions on \$2bn of Chinese exports unless Beijing upholds a February 1995 agreement to curb rampant piracy of entertainment and information products, such as compact discs and computer software.

There was no sign that Mr Clinton's decision on MFN would have an immediate impact on easing the piracy dispute.

On Monday, Mr Clinton said revoking the favourable US tariff treatment for Chinese

imports would amount to severing economic ties and "drive us back to a period of mutual isolation and recrimination that would harm America's interests, not advance them".

However, he said US policy would include "using incentives and disincentives alike to advance core American interests".

China's MFN privilege expires on July 2. The president must notify Congress by June 3 that he is extending it for another year and Congress has 60 days in which it can vote against the extension. US officials have said they expect a tough fight in Congress.

US exports to China rose by nearly 27 per cent last year to \$12bn, accounting for 170,000 American jobs.



Li Lanqing yesterday hopes to see arguments over counterfeiting of goods resolved without sanctions

Indonesian minister in plea over US cotton

By Maruella Saragosa in Jakarta

Indonesia's minister for trade and industry, Mr Tomy Ariwibowo, has requested the US government to address a dispute involving imports of fungus-infected US cotton, a move which analysts say runs contrary to international cotton trade regulations.

Mr Ariwibowo has sent a letter to Mr Dan Glickman, US secretary of agriculture, about

the issue. This has raised eyebrows among the business and diplomatic community because it is unusual for a minister to become involved in a dispute over commercial shipments.

Argo Manunggal, one of Indonesia's largest textile companies, says samples of 21,000 bales of cotton from the California-based cotton producer, Calcot, tested positive for cavitoma, a condition caused by a fungus, which can complicate the spinning process.

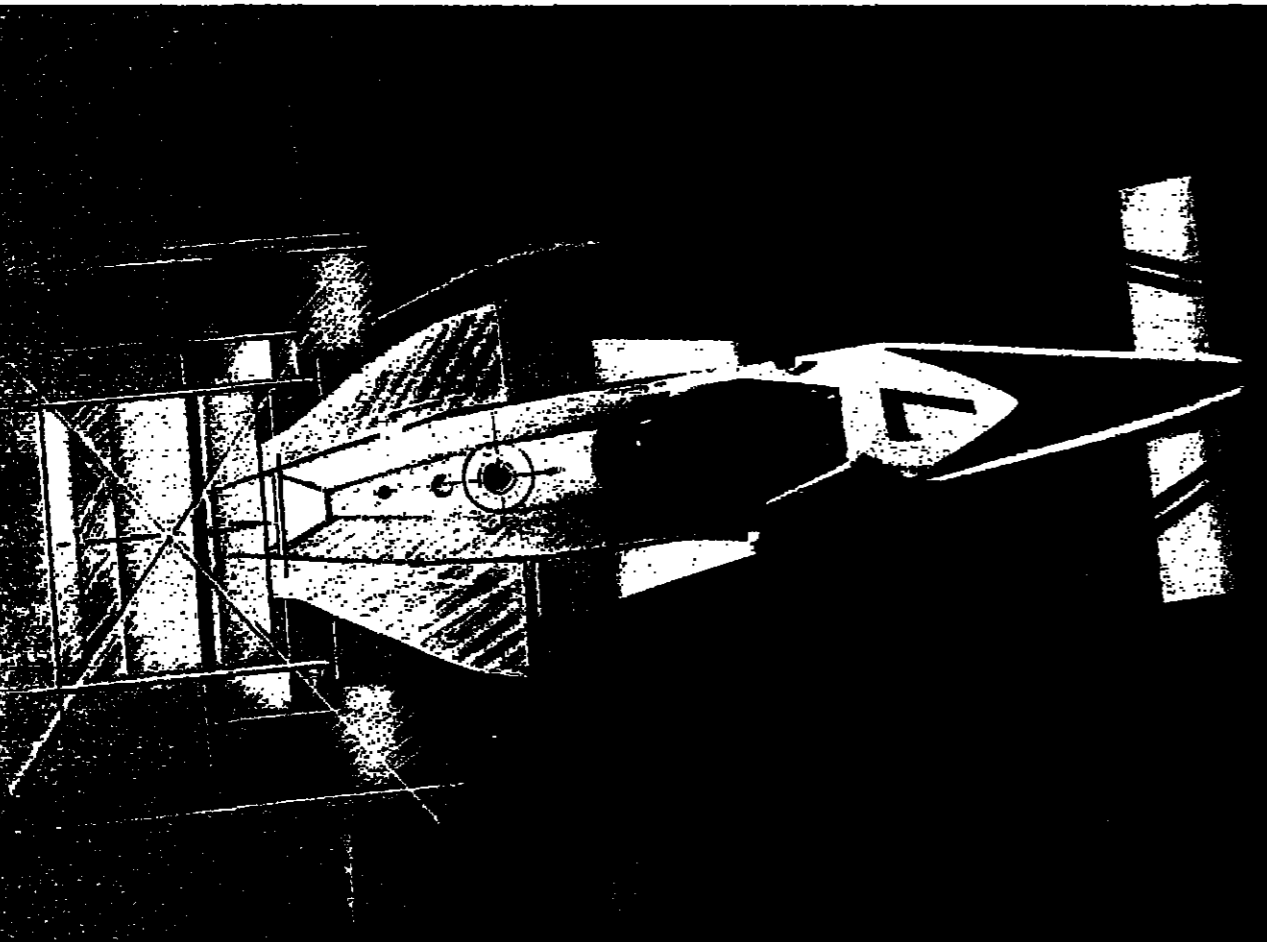
The Indonesian company, which ordered about 30,000 bales of cotton from Calcot under a contract running from October to March, is seeking compensation as a result.

However, Mr Hussein Aminuddin, chairman of the Indonesian Spinners' Association, says Argo Manunggal did not follow international cotton trade procedures in making the complaint and that this may damage the reputation of other cotton importers in Indonesia.

"We should handle this problem in a normal way, proportional and based on procedure," he said.

Argo Manunggal sent samples of the US cotton to a third party for testing but did not seek the required approval from Calcot in appointing the independent inspector. In addition, under international regulations, both parties must decide whether all the cotton or 10 per cent of the imported total is to be examined.

Officials at Argo Manunggal say they did not contact Calcot about involving the Japan Spinners Inspecting Foundation because they were interested only in "documenting the phenomena". "We had not reached the stage yet whereby we wanted to refer to arbitration," said Mr Jeffrey Ng, technical adviser at Argo Manunggal, which ranks among Indonesia's largest conglomerates. "We hope to resolve this in an amicable way."

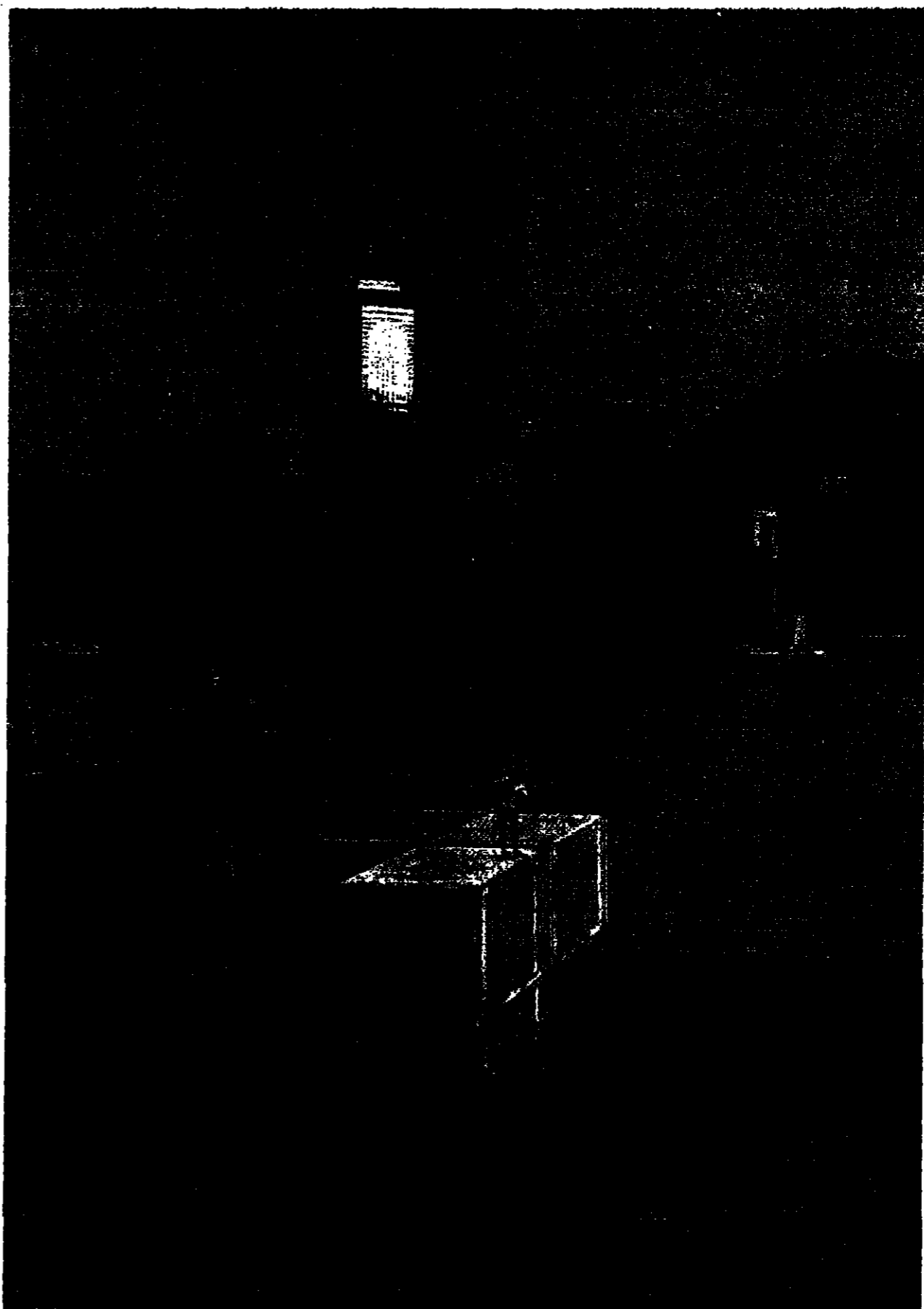


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Clinton accused of stealing Republican party ideas

Dole pushes welfare reform

By Jurek Martin in Washington

Senator Bob Dole yesterday took his presidential campaign to Wisconsin, home of the US's most radical welfare reform plan, to outline his own blueprint and again to accuse President Bill Clinton of being the main obstacle to a solution of this controversial social policy issue.

Over the weekend Mr Clinton, who will himself visit Wisconsin later this week, indicated he would probably grant the state's welfare plan a waiver from federal guarantees for the poor. This was in line with a greater experimental leeway on social policy matters: 38 have already received welfare waivers.

But Mr Dole promptly accused the president of "petty theft" in attempting to annex Republican ideas and recalled that Mr Clinton had twice vetoed welfare reforms bills passed by the Republican-controlled Congress.

Having entered the White House on the promise to "end welfare as we know it", Mr Clinton's current position, repeated over the weekend, is that he is ready to sign a welfare bill only if it is stripped of conditions changing Medicaid regulations for the elderly.

The Wisconsin plan is the handiwork of Governor Tommy Thompson, one of four Republican Midwestern governors frequently mentioned as a possible vice-presidential running mate for Mr Dole.

Its principal features include the abolition of the main federal welfare programme - Aid to Families with Dependent Children - and it would require every adult on welfare to work, if necessary in public service or charitable jobs, with a maximum entitlement period of five years. Wage subsidies



Dole acknowledges applause before addressing a meeting yesterday

would be provided to the most needy.

It is easily the most radical plan put forward by any state and has been sharply attacked by groups believing it puts poor children, in particular, at risk.

There is mixed evidence that what Mr Thompson calls his "tough love" approach works in practice. An independent audit of another welfare-related Wisconsin project, which cuts benefits to families whose children are chronic truants from school, found no discernible improvement in classroom attendance. But a similar experiment in Ohio apparently produced the desired results.

Mr Dole was expected to embrace the Wisconsin approach in his Fond du Lac speech later yesterday. It was less clear if he would endorse mandatory drug testing for all welfare recipients, a course urged on him by conservatives

but opposed by civil liberties advocates.

Since his announcement last Wednesday that he intended to resign his seat in Congress, Mr Dole has been out of Washington more than in it. But his remarks at rallies in Chicago, Florida and at a North Carolina car racing track have been

brief as his staff has struggled to adapt to a campaign no longer rooted in the Senate.

The few polls taken since last week have shown general approval for his decision to cut his ties with Congress and some small reduction in a deficit behind Mr Clinton that had been exceeding 20 per cent.

Cuba still shy of investment

And the US stance makes matters murkier, reports Pascal Fletcher

Two months after it was introduced, new US legislation tightening Washington's longstanding economic embargo against Cuba has thrown a fog of uncertainty over the prospects for future foreign investment on the island.

But perhaps equally worrying for the Cuban government is a creeping perception among some Cuba-watchers that the country's own much-trumpeted opening to foreign capital may not be as wide and welcoming as was previously thought.

Since the downing by Cuban Mig fighters of two small US aircraft on February 24, and the subsequent retaliatory legislation from the US on March 12, policy statements by the Cuban leadership have struck a highly defensive note, suggesting a retreat to the ideological bunker by the island's one-party communist rulers.

Recent speeches by Cuban President Fidel Castro and his brother Raúl, the defence minister, often containing ideological language reminiscent of the revolutionary 1960s and 1970s, have created an impression that Cuba's embrace of foreign capital and market-oriented reforms is not only less than enthusiastic, but could, in some circumstances, actually be rolled back.

This perception has been compounded by continuing complaints by some foreign businessmen in Cuba about bureaucratic delays and obstruction in the process of negotiating investment projects.

The Helms-Burton embargo legislation, named after its anti-communist Republican sponsors in the US Congress, threatens sanctions against foreign companies and their executives who "traffick" in expropriated property formerly owned by US citizens, including Cuban exiles.

"No foreign investor interested in Cuba can afford to ignore the famous or infamous Helms-Burton law and in the case of Canada, it has clearly already had a significant chilling effect on investment decisions," the Canadian ambassador to Havana, Mr Mark Entwistle, told a foreign investment workshop in Havana.

Mr Entwistle described the law as a "blunt political instrument" whose suggested range was "so broad as to include everything but the proverbial kitchen sink".

There have been no publicising cases so far of existing investors withdrawing from the island because of the Helms-Burton law. But Cuban officials acknowledge that the

pace of foreign investment has slowed since May 31 last year, when there were 212 projects recorded totalling \$2.1bn of funds committed, mostly from Mexico, Canada, Spain and other EU nations. Officials, citing a renewed need for discretion, decline to give updated figures.

In his most recent speech, President Castro remarked sardonically that the backers of the Helms-Burton law, by seeking to keep foreign capitalists out of Cuba, were defending the island's socialism. "They want 100 per cent socialism in Cuba, they want no one to invest," he said.

But the Cuban leadership has also made clear it would like to keep the country's socialism as "pure" as possible. In a political report delivered in late March, Mr Raúl Castro mentioned foreign investment, along with tourism, academic exchanges and the island's fledgling private sector, as areas where Cubans needed to be alert against "ideological penetration" and "subversion by the enemy".

At least one foreign ambassador, from one of Cuba's main trade and investment partners, is understood to have raised these concerns directly with Mr Carlos Lage, the Cuban

vice-president, closely associated with the island's economic opening over the last five years. Mr Lage's response was that Cuba was still "open for business".

Nevertheless, Cuba's image as a new convert to economic reform and foreign investment was not helped by the European Union's decision earlier this month to put on hold formal negotiations for an economic co-operation agreement with the island.

Although Cuban officials stressed that dialogue with the EU would continue, a European Commission spokesman indicated that Cuban inflexibility over European recommendations for political reforms and faster economic liberalisation was behind the impasse.

Cuban officials strongly deny there has been any slackening in official commitment to economic reform. They cite the need for a period of "consolidation" to order and regulate the island's new-look economic landscape, the result of a series of decentralising reforms introduced mostly since mid-1993.

"The reforms cannot go faster than the nation can assimilate," Mr Octavio Castilla, deputy foreign investment minister, said. This clearly means politically as well as economically.

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Industrie has developed the world's leading family of 250 to 350 seat aircraft, the A330 and A340, of which more have been selected for lease and for purchase by more of the world's leading airlines than any other new aircraft in their category.



Mexican political talks set to resume

By Leslie Crawford in Mexico City

Mexico's political reform talks appeared to be back on track yesterday after National Action Party (PAN), the biggest opposition party, agreed to return to the negotiating table following a three-month boycott prompted by electoral fraud in a tiny municipality in the state of Puebla.

The PAN's absence had threatened to sink President Ernesto Zedillo's goal of achieving a national accord on political reform. Last week, however, the ruling party's mayor in Huejotzingo resigned and was replaced by a PAN appointee, clearing the path for the opposition to return to the talks.

The storm over Huejotzingo is an example of how the most insignificant electoral contest can destabilise national politics in Mexico. Since Mr Zedillo took office 18 months ago, opposition parties have exploited cases of electoral fraud and other political grievances to extract concessions from the government. As a result, the national talks on political reform - which aim to bring about cleaner elections - have been a stop-go affair.

The mayor's resignation in Huejotzingo, however, may have created more problems for Mr Zedillo than it intended to solve. The ruling Institutional Revolutionary party (PRI) is furious over the way in which its mayor was deposed in Huejotzingo, and has begun to question Mr Zedillo's commitment to his own party, as well as the government's perceived weakness in dealing with the conservative opposition.

"The rule of law was defeated and the citizenry were defeated," Mr Santiago Obate, the PRI president, said of the Huejotzingo deal, while Mr Manuel Bartlett, the hardline governor of the state of Puebla, accused the PAN of political blackmail.

Government officials denied any secret deal had been reached with the PAN to resolve the dispute, though the affair bore all the hallmarks of previous back-room deals between the PAN and the government to fix post-electoral problems.

The split between the president and his party is likely to become more pronounced during the PRI's national convention in June, when it is likely to criticise the government's orthodox economic policies and the president's scant regard for the opinions of the party which sustains him in power.

Argentina warns UK over Falklands

By David Pilling in Buenos Aires

Argentina yesterday warned Britain not to pursue a UN resolution recognising the right of Falkland Islanders to self-determination, saying "any change of status [of the British colony] would lead to the freezing of fishing and oil talks" with London.

Mr Guido Di Tella, Argentina's foreign minister, said: "We trust that the UN will reject the request" of the islanders and recognise the "irrelevance of the principle of self-determination" in this case.

Since the 1982 war over the disputed islands, Britain and Argentina have re-established diplomatic links. They have also put aside the sovereignty issue under the so-called "umbrella" arrangement, enabling them to conclude accords on fishing quotas and oil exploration.

But Argentina's foreign ministry warned yesterday that "many things could come tumbling down" should the self-determination clause prosper.

The UK yesterday played down the foreign minister's remarks, saying it had received no formal complaint from Argentina.

Mr Di Tella was reacting to suggestions that the 24-member UN Committee on Decolonisation might consider including such a clause in a Falklands resolution when it meets next in New York this July.

The committee has previously rejected pressure from the UK and the Falklands to include a clause on the islanders' right to self-determination, instead passing a resolution that merely encouraged dialogue between London and Buenos Aires.

This year, however, several committee members, such as Trinidad and Tobago, Sierra Leone and Papua New Guinea, have "recognised this as an omission" and are disposed to agree to a self-determination clause, said a British Foreign Office spokesman.

"We want to see self-determination included in the resolution," the spokesman said. "We have pushed for this in the past and we will push for it again this year."

All other committee resolutions included a clause on self-determination, which the committee "professes to consider one of its most important principles," he said. Britain's support of the idea was "nothing new" and Argentina "should not be surprised by our action."

'Mad cow' crisis: While praised at home, the UK prime minister's action has invited European condemnation

PM's threat echoes de Gaulle's 'empty chair' policy

EU states deplore growing conflict

Financial Times Reporters

By Caroline Southey in Brussels

There was confusion in Brussels last night over the role model adopted by Mr John Major, Britain's prime minister, in declaring his non-co-operation with the other 14 member states of the European Union.

Some speculated that he might be trying to follow in the footsteps of President Charles de Gaulle of France, the only EU head of state ever to withdraw from all co-operation with the rest of the community, when he abandoned his seat at the table in 1965. His infamous "empty chair" policy brought decision-making to a virtual standstill.

Others suggested that his actions were more reminiscent of Mr Andreas Papandreu, the former Greek prime minister, who repeatedly held unrelated decisions hostage in the 1980s to win his way on issues of vital national interest.

However, Mr Major appears to have opted for a "half-empty chair policy", threatening only to withdraw co-operation from the intergovernmental conference reviewing the EU's treaties, and to block any decisions requiring a unanimous vote in the Council of Ministers.

The general's position and Mr Major's are different by several light years, according to Sir Roy Denman, a former top British official in the European Commission. "De Gaulle was a towering figure and France, at the time, was the power in the union."

EU officials said Britain's move was unlikely to have any impact on EU business in the short term. Discussions in the IGC were still at a preliminary stage. "We are not at the final drafting stage yet," the official said.

The IGC organisers had decided to take a "low key approach" at the heads of state summit in Florence at the end of next month. However, one official said Britain's move could begin to have a bearing on decisions in the IGC if the crisis extended beyond the summer.

As far as Britain's threat to block any decisions requiring unanimity was concerned, EU officials believed there were few instances where the policy would provide the UK government with concrete leverage. A decision that could be affected concerns Europol, the planned EU-wide police force which would deal with drugs, fraud, and illegal immigration.

Major's tough line wins approval

George Parker reports on the premier's new 'get tough' approach on the beef crisis

When European vets voted on Monday night not to lift the export ban on beef products, Mr John Major was ready to enact a hard-hitting and well-prepared contingency plan.

According to one senior minister, Mr Major reacted angrily to the humiliating setback but then proceeded to prepare his response with grim determination. By the time he made his announcement to the House of Commons, it seemed he was almost enjoying himself.

The prime minister clearly believed he had found an issue on which he could take a robust line on Europe, without splitting his party in two. The early signs were that he had largely succeeded.

Mr Major woke early yesterday to begin rallying ministerial support for his new "get tough" approach on the beef crisis, often giving them little chance to prepare or voice their reservations.

His favoured method, using the veto and non-co-operation to block forthcoming EU business, was the favoured option of the Foreign Office, which had prepared alternatives if diplomacy failed to achieve a partial lifting of the ban.

Mr Major contacted Mr Malcolm Rifkind, foreign secretary, in Strasbourg early in the morning to discuss his plan and then spoke to Mr Douglas Hogg, also on European business in Brussels. Both later flew back to London for further talks at Downing Street.

Mr Michael Heseltine, deputy prime minister, was told of the plan by fax on a visit to China, and Sir Nicholas Lyell, attorney-general, reported he was ready to challenge the EU beef ban in the European court.

Both the European Commission and diplomats from several member states said the UK ought to focus on the beef problem itself instead of trying to pick a broader fight with its partners. But there was relief among EU diplomats that Mr John Major had resisted pressure from his hardline supporters openly to defy European law by taking action such as a retaliatory trade embargo.

Continent's leaders fete opposition Labour party's fiscal envoy

By Robert Peston, Political Editor in Paris

Mr Gordon Brown, the opposition Labour party's chancellor of the exchequer, may be regarded as a pariah at times by his colleagues because of his determination that a Labour government should cut public spending before making new commitments. But in mainland Europe he is being feted.

On Monday night, he was spreading the gospel of Labour party modernisation among an influential group of French politicians and policy hawks.

The big topic for discussion was Labour's European credentials. Having been engaged for years with a British government whose European Union views have been moving from agnosticism to scepticism, they wanted reassurance that a Labour government would be different.

It is important for Labour to provide this reassurance. If it forms a government after the forthcoming general election - to be held in the spring of next year at the latest - it will take over the presidency of the European Union at the end of 1997, during the crucial final phase of moves towards monetary union, scheduled for 1999.

The German and French governments, although both on the right, have appeared keen to establish a relationship with Labour. There have been separate meetings with Mr Hans Tietmeyer, the Bundesbank president, Mr Theo Waigel, the German finance minister, Mr Alexandre Lamfalussy, the president of the European Monetary Institute, and Mr Jean-Claude Trichet, the governor of the Bank of France.

Mr Brown's message was that Labour believes in developing the European Union through co-operation with other member states. He is not a federalist, but he is persuaded of the argument for further European integration.

While the governing Conservative party is debating whether the UK should leave the EU altogether, the challenge for Labour is rather that its approach to the EU should not make it vulnerable to the charge that it will fail to stand up for UK interests.

Mr Richard Macdonald, leader of the National Farmers' Union, said the government's move to slow EU decision-making was "a risky one". But he added that there was a strong argument to "up the ante". The NFU yesterday lodged formal proceedings against the ban in the European Court of Justice.



Accurate as science may be, its effects are often hard to predict. After all, research is aimed at the unknown, and ruling out trial and error would mean never leaving the beaten track. The chemical and pharmaceutical industries, in particular, face incalculable risks. Doing away with pests, for instance, can eliminate the natural control of other organisms, inducing their growth, generating unforeseen threats. And the public that wanted the "good" results, has little patience with the "bad" ones. Zurich, a leading global insurance group, has long made a special effort to understand chemical and pharmaceutical industries and help them control their risks. Alternative risk financing plans, meeting a company's needs for long-term cost transparency and stability, may be a solution. If the bite of misfortune cannot be avoided, at least its effects can be lessened.



Handwritten Arabic text in a box at the bottom center of the page.

MPs call for demerger of airports group

By Michael Stappin, Aerospace Correspondent

The House of Commons transport committee yesterday called for BAA, the airports group, to be broken up, saying London's Heathrow, Gatwick and Stansted airports should not be run by the same company. BAA's shares fell 17p to close at 507p after publication of the report.

The transport committee said it recognised that Stansted, to the north-east of London, could not have been developed as rapidly as it had been without the profits from Heathrow in west London and Gatwick to the south-east of the capital. But it said that if Heathrow were owned by a separate group from Stansted and Gatwick, the two companies would have a greater incentive to develop all three airports.

The committee called on the Monopolies and Mergers Commission, which is conducting a review of BAA, to re-examine whether the group should remain "the monopoly provider of airport services in the south-east [of England]".

BAA, which also owns Glasgow, Edinburgh, Aberdeen and Southampton airports, rejected the recommendation, saying the MMC had almost completed its review and was unlikely to reopen the issue of placing Heathrow under differ-

ent ownership from Gatwick and Stansted. Mr Des Wilson, BAA public affairs director, said: "If we were just in a domestic business you could possibly say that we are a monopoly. But we are involved in a highly competitive international business. In many ways our airports are complementary. It was the success of Heathrow that enabled Stansted to be built."

The committee also recommended that Heathrow's two runways be used for both landings and take-offs, a suggestion which infuriated environmentalists. At present, one runway is used for landings and the other for take-offs. At 3pm, they change around, giving neighbouring areas under the flight paths a period of quiet each day.

Mr Dermot Cox, chairman of the Heathrow Association for the Control of Aircraft Noise, said: "We will fight any such proposal to the end." BAA said it was also opposed.

Mr Wilson said BAA was interested in a proposal from the committee that Heathrow landing charges be increased, with the extra revenue to be spent on the environment.

The committee also said it had not ruled out the idea that an airport could be built in the Thames Estuary.

Lex, Page 21



A team from league sponsors Corney & Barrow - the restaurant chain - launches the Golf Croquet season of matches among City firms in Exchange Square behind Liverpool Street Station

Campaign launched to promote services in US

By Stefan Wagstyl, Industrial Editor

Mr Ian Lang, the trade and industry secretary, is today due to launch an export promotion campaign for UK service industries in North America - the first such drive aimed at the sector.

The two-year £2.5m (\$3.5m) campaign will focus on supporting small and medium-sized companies in four areas - film and television, design, information and computer services, and services for US companies planning investment or trade in Europe.

Officials plan to spend £750,000 a year supporting export efforts with advertisements, seminars and a campaign on the Internet. The department will also host a conference and exhibition in Santa Clara, in California's Silicon Valley, next year with a budget of up to £1m.

The campaign is an extension of a three-year campaign called North America Now, launched in 1993, during which exports of goods to North America increased from £13.8bn in 1992 to £20bn last year. Officials hope they can achieve a substantial increase

in exports of services, which totalled £10bn in 1994, the latest year for which figures are available.

Britain is the leading exporter of services to the US, with a share of 13.4 per cent of imports in 1994. But since imports account for less than 3 per cent of the US services market, officials believe the opportunities are "enormous".

The campaign follows a study of the North American market by the management consultancy arm of KPMG, the accountants. The study found that smaller companies would benefit from help.

Prince to launch 'affinity' credit card

By Diane Summers, Marketing Correspondent

Prince Charles is to launch his own branded credit card - the latest money-raising product in a portfolio which already spans royal biscuits, bone china, blended teas and bath salts.

The credit card, which is being operated by Mastercard, the international credit card consortium, and MBNA, the US bank, will be a so-called "affinity" card, aimed at attracting people interested in the prince's charity. Each time the card is used, Prince Charles's charity for young people, the Prince's Trust, will receive a donation.

Leaflets launching the card, with an application form, are to be handed out to the 145,000 people attending the "Mastercard Masters of Music" concert for the Prince's Trust at a huge rock concert in London's Hyde Park on June 29.

The card will carry the Prince's Trust logo of a crown and royal plumes. Over 400 organisations, including charities, political parties and professional organisations, have their own affinity cards. About 25p for every £100 spent on cards typically goes to the cause, plus a £5 donation when an individual initially signs up for the card.

The Prince's Trust specialises in providing disadvantaged young people with support and advice in starting up their own businesses.

UK NEWS DIGEST

Row grows over Korean project

Mr Michael Forsyth, the Scottish secretary, yesterday embarked on a flag-waving tour of the Far East, amid Welsh fears that he might attempt to "poach" a possible inward investment project by LG, the Korean electronics company. LG - formerly called Lucky Goldstar - was reported earlier this month to be on the verge of announcing plans to set up a combined semiconductor and consumer electronics plant in Newport, south Wales - an investment of more than £1bn (\$1.52bn) creating up to 4,000 jobs. The Korean company reacted angrily to the report, carried by the BBC, and said that it was not expecting to make an announcement for several weeks. Welsh Labour MPs claimed the report could cost Wales the huge investment project.

James Buxton and George Parker

Jersey offers limited liability

Jersey yesterday published a draft law designed to allow professional firms to register on the island as limited liability partnerships. The option would be restricted to "businesses of stature". Candidates will have to set aside £5m (\$7.6m) to compensate creditors should the partnership fail and pay a £10,000 registration fee - and convince the Jersey authorities of their "status" and "integrity".

If the firm does fail and is unable to produce the £5m its limited liability status would lapse and the personal assets of its partners would immediately be exposed to the threat of legal action. Jersey also indicated yesterday that, as well as inquiries from firms of accountants, legal firms had also shown an interest in the option - and that there had been approaches from accountants in the old commonwealth.

Jim Kelly, Accountancy Correspondent

Eurostar 'specials' launched

Eurostar, the high-speed Channel tunnel train company, plans to launch "shopping specials" in the summer, taking passengers on day trips to low-cost hypermarkets on the continental mainland where duty on drinks and other items is much lower than in the UK. The company, which will be taken over on June 1 by London & Continental Railways, the consortium which is to build the £3bn (\$4.55bn) Channel tunnel rail link, also plans to stock a range of goods at its Waterloo terminal in London on which it will take no profit margin.

These represent parts of a marketing initiative launched yesterday and aimed at doubling passenger numbers to more than 6m this year and to 30m when the high-speed rail link opens in 2003. At present the London to Paris trains are on average only 60 per cent full while London-Brussels are only 30 per cent full.

Charles Batchelor, Brussels

Consumer spending rises

The UK's biggest banks lent more money to consumers in April than in any month for five years, providing further evidence of the growing momentum behind consumer spending. The British Bankers' Association reported a £566m (\$860m) rise in consumer credit last month, more than double the increase seen in April last year. Within this total, credit card lending was also well up on last year.

Lending by banks and building societies - mutually owned home loans and savings institutions - as a whole rose by £4.2bn in April, the lowest figure since last November. Bank and building society deposits also rose relatively modestly, although the annual rate of increase in the broad money supply measure M4 edged up to from 8.9 to 10 per cent.

Matoko Rich and Robert Chote

Sinn Féin plays down prospect of IRA ceasefire

Financial Times Reporters in London and Belfast

The UK government faced a twin threat yesterday to its preparations for all-party talks when the Ulster Unionists, the largest pro-British party in Northern Ireland, threatened to withdraw support from the Conservatives and Sinn Féin played down prospects of an IRA ceasefire.

Mr David Trimble, the UUP leader, warned Mr John Major

- the UK prime minister - that he could not count on Unionist support at Westminster if he made further concessions to republicans to ensure their participation in the negotiations which begin on June 10.

Mr Gerry Adams, president of Sinn Féin, the IRA's political wing, said his acceptance of the six principles of non-violence set down by former US senator George Mitchell had no bearing on any ceasefire decision.

Both warnings were made as the campaign for the May 30 elections to a forum for Northern Ireland gathered pace.

Both governments will meet today in London to assess progress in a full-scale session of the intergovernmental conference, led by Sir Patrick Mayhew, Northern Ireland secretary, and Mr Dick Spring, the Irish foreign minister.

Mr Trimble said his party was "alert to the danger of further pressure on John Major to

once again dilute his position". "Any backsliding by the prime minister on the twin issues of the ceasefire and decommissioning would be regarded as a fundamental breach of faith," he added.

Mr Trimble's threat coincides with rumblings of a rebellion among Tory MPs anxious that Mr Major does not yield on the basic issues of a ceasefire and arms decommissioning in his attempt to ensure progress at the talks.

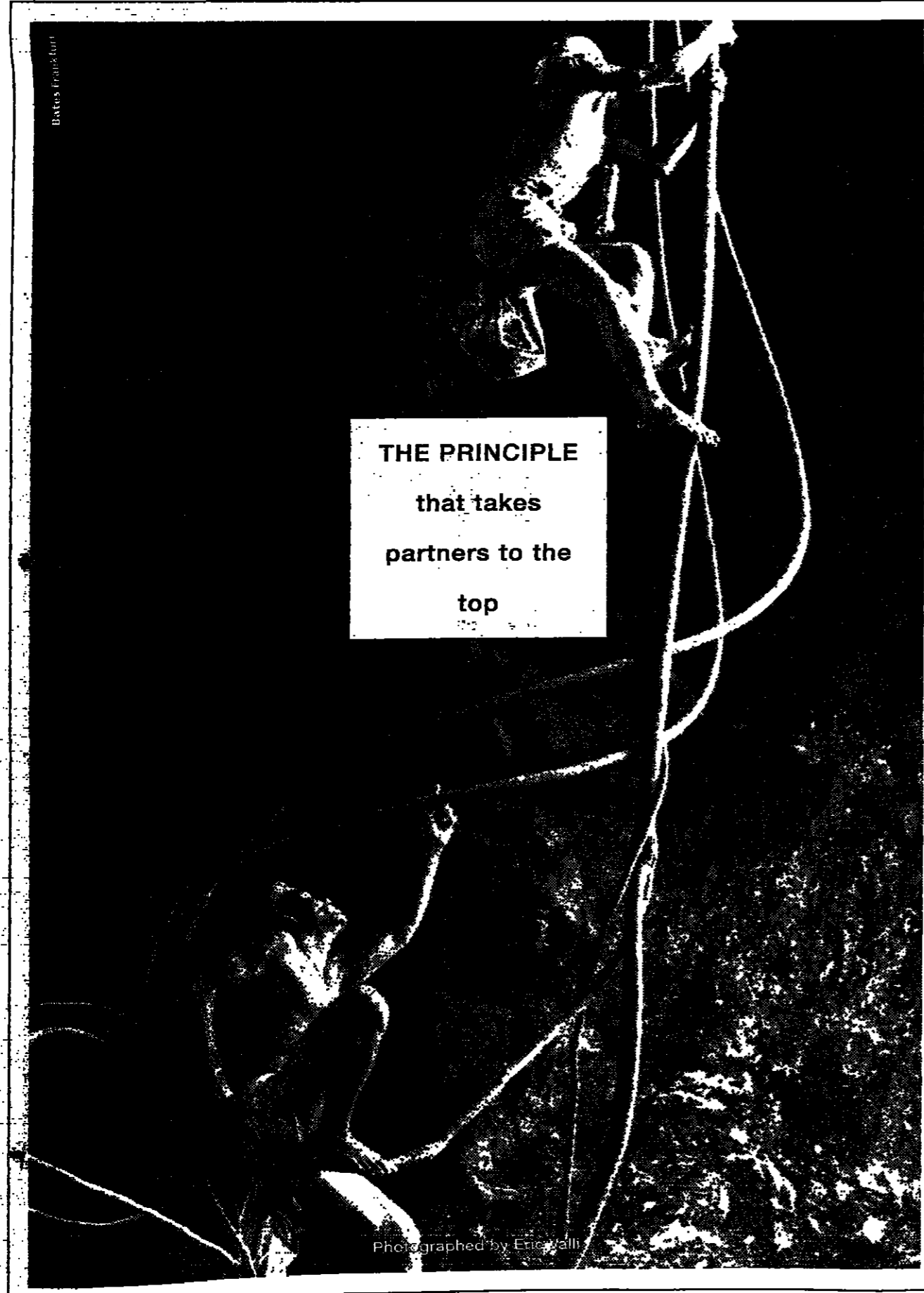
With their majority down to one, Conservative business managers do not take such threats lightly. However, the government has been told by the opposition Labour party that it can count on its support on Ulster issues, while the Democratic Unionist party denounced Mr Trimble's statement.

Mr John Bruton, the Irish prime minister, welcomed Mr Adams's remarks on the six principles. However, he reiter-

ated that both Dublin and London insisted on a ceasefire as a prerequisite for Sinn Féin's admission to the talks.

Launching its manifesto for the election which will select negotiators for the talks, Sinn Féin called for an agreed timeframe for the talks, and demanded that no party should have a veto over progress.

The manifesto accused Mr Major of selectively using the Mitchell principles to exclude Sinn Féin from the talks.



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DG BANK

BUSINESS AND THE ENVIRONMENT

As the recycling arm of Inco, the western world's biggest nickel producer, International Metals Reclamation (Imetco) is constantly on the lookout for unwanted items from which it can recover the silver-grey metal used to make stainless steel.

So Imetco, located on the site of a disused steel mill near Pittsburgh, Pennsylvania, was eager to do business two years ago when the newly formed US Rechargeable Battery Recycling Council (RBRC) came looking for a recycler of spent nickel-cadmium (or NiCad) batteries.

There was one snag, however. The council was willing to do a deal only if Imetco would recycle the batteries' toxic cadmium cells as well as their nickel. The result was a five-year contract and the world's first integrated NiCad battery recycling facility.

Imetco officially opened its cadmium recovery plant in March. Once teething troubles are ironed out, the facility's three furnaces plus Imetco's existing nickel recovery operations will be able to process 2,500 tons of spent NiCad batteries a year.

For its part, the council is preparing an ambitious campaign to encourage users of the growing array of devices that need NiCad batteries, from computers to cordless power tools, to return their spent batteries for recycling.

If all goes according to plan, more than 6,000 retailers in 30 US states will participate in the council's recycling programme by mid-1996. The proportion of NiCad batteries returned for recycling or disposal in hazardous-waste landfills would climb from about 15 per cent now to 70 per cent by early next century.

Imetco's confidence that business will snowball is reflected in the cadmium-recovery plant, which has enough space for another 13 furnaces. Dick Hanewald, Imetco's president, forecasts that the plant's annual throughput could quadruple to 10,000 tons over the next four to six years.

NiCad batteries owe their popularity to their ruggedness and long life. In their industrial, vented-cell form, the batteries are used as a back-up power source, for instance, in railway carriages and signals.

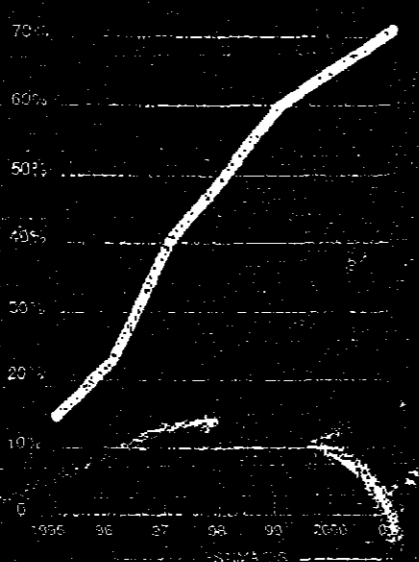
But the biggest growth is in demand for the smaller, sealed-cell batteries used in cordless electrical devices, from cellular phones to medical monitoring equipment.

Surging demand has raised concern over the disposal of spent batteries. Cadmium, which vaporises at a relatively low temperature, is highly toxic when inhaled. Workers at Imetco's cadmium recovery plant are required to wear respirators.

Imetco starts by separating the batteries' cadmium and nickel cells. The cadmium is boiled until it

RBRC's collection target

Percentage of NiCad batteries recycled in US



Imetco's three furnaces plus its existing recovery operations will be able to process 2,500 tons of spent NiCad batteries a year

A battery bonanza

Bernard Simon reports on an initiative to recover nickel-cadmium involving 6,000 retailers across the US

vaporises, with the condensed vapour collected as virtually pure, silver-grey cadmium shot. This is sold to the US subsidiary of Sweden's Saft, one of the biggest NiCad battery makers.

Nickel from the batteries is combined in a rotary hearth furnace with nickel-bearing mill scale, fine dust, shavings and other waste that Imetco collects from stainless steel mills. They emerge as nickel, iron and chromium-bearing ingots, known as "hogs" or "pigs", that are returned to the steel mills as raw material.

Five leading NiCad battery makers - Saft, Japan's Sanyo and Panasonic, Varta of Germany and Florida-based Energizer - joined forces to set up the council in early 1994. About 175 appliance manufacturers, such as Motorola, AT&T and Black & Decker, have signed on as "licensees" to help finance the recycling campaign.

The council began work in earnest last year after the US Environmental Protection Agency decided that NiCad batteries destined for

recycling would no longer be required to comply with costly, time-consuming restrictions on the transport of hazardous waste.

About 27 states have so far endorsed the new rules, clearing the way for the council to launch a revitalised battery collection campaign later this month.

Public education will form a big part of the drive. "Many households don't understand that their cordless device contains a nickel-cadmium battery," says Kim Kelley, the council's president. The council has signed up Richard Karn, who appears on a popular TV home-improvement show, as its "celebrity spokesman".

The council provides participating retailers with battery collection boxes which from this month will carry Karn's picture. The boxes also come with a United Parcel Service authorisation, which allows a UPS driver to pick them up without extra paperwork.

The council has set up a computerised tracking system that will enable it to take the initiative in replacing collection boxes.

A number of variations on the council's programme are already in operation. Compaq Computer offers to send owners of its PCs a postage-paid envelope, addressed to Imetco. Compaq also pays Imetco's recycling fee of about 40 cents per lb.

Imetco itself offers a similar service to larger NiCad battery users, such as hospitals, police and fire stations, and appliance services centres. It sends out postage-paid cartons to about 500 customers a year, charging \$19.95 (£13) for each container. The fee drops to \$17.95 for bulk orders.

The council was initially created to allay battery makers' fears of tighter regulatory controls, including threats of a ban on NiCad batteries. Its recycling proposals have succeeded not only in putting those fears to rest, but in replacing government controls with attempts at a more market-oriented solution.

As Hanewald puts it: "Command and control are slowly giving way to an attitude of how do we comply in the most intelligent way possible at the least possible cost."

Andrew Baxter reports on a cleaning service which reconditions batteries and extends their use

Refreshing approach to a longer life

At the end of their working lives, the batteries handled by Chet Durda's company are disposed of in compliance with all the official guidelines, but some interesting things happen to them along the way.

Durda is founder, president and chairman of Phoenix-based Renu International, which has developed and commercialised what it claims is a unique technology for "refreshing" or reconditioning rechargeable nickel-cadmium (NiCad) batteries used in two-way mobile radios and cellular phones.

The process involves an ultrasonic method of cleaning the battery plates, to remove the contaminants that build up during use. "A typical battery would have a charge/discharge life of 400 cycles," says Durda. "By cleaning up the contaminants you can extend it to 1,000 to 1,200 cycles."

Durda first began looking at ways to refresh NiCad batteries in 1985, but it took several years to perfect the technology and some trial and error to find the best way to commercialise it.

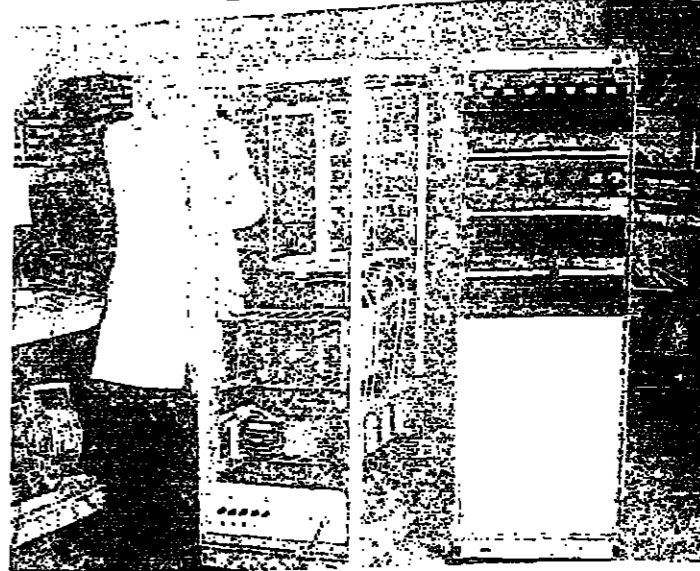
Since the mid-1990s, Renu has been operating a rotating service for customers, initially selling a batch of clearly identifiable rechargeable batteries to them, then picking them up for reconditioning every six or 12 months.

The customer receives up to 48 months of guaranteed battery service, and the batteries will, on average, be reconditioned three or four times before Renu disposes of them at its own cost.

Effectively, Renu is providing an extended battery management service, which Durda says provides a much lower-priced alternative to "in-house" battery management.

So far, the service has appealed mainly to US emergency services and municipalities for their two-way radio systems. Because lives often depend on their use, the batteries tend to be better quality than those used in cellular phones.

Durda sees steady growth prospects from this sector for



Renu's process involves an ultrasonic method of cleaning the battery plates

Renu, but is now "very much excited" by the much larger cellular phone market.

Five years ago, he says, the general quality of batteries and cells used in cellular phones was unimpressive, and there are still many that are less than ideal. But he expects the quality and value of these batteries to improve - just as happened in two-way radio - which would make a battery reconditioning service more worthwhile.

Renu has developed all its machinery and software, and invested heavily in developing bigger, faster reconditioning machines. The latest Mark 8 computer-controlled model takes an average of two hours 10 minutes to refresh 256 units, compared with the seven hours that one of Renu's earlier machines was taking for 64 units.

The company is now expanding fast, with reconditioning sites planned for Chicago, Atlanta and - possibly - Buffalo. A reconditioning machine is also being sent to Canada.

Overseas, Renu plans to have outlets "throughout Europe", says Durda, and decisions on expansion have either been taken, or are close, for France, Germany and

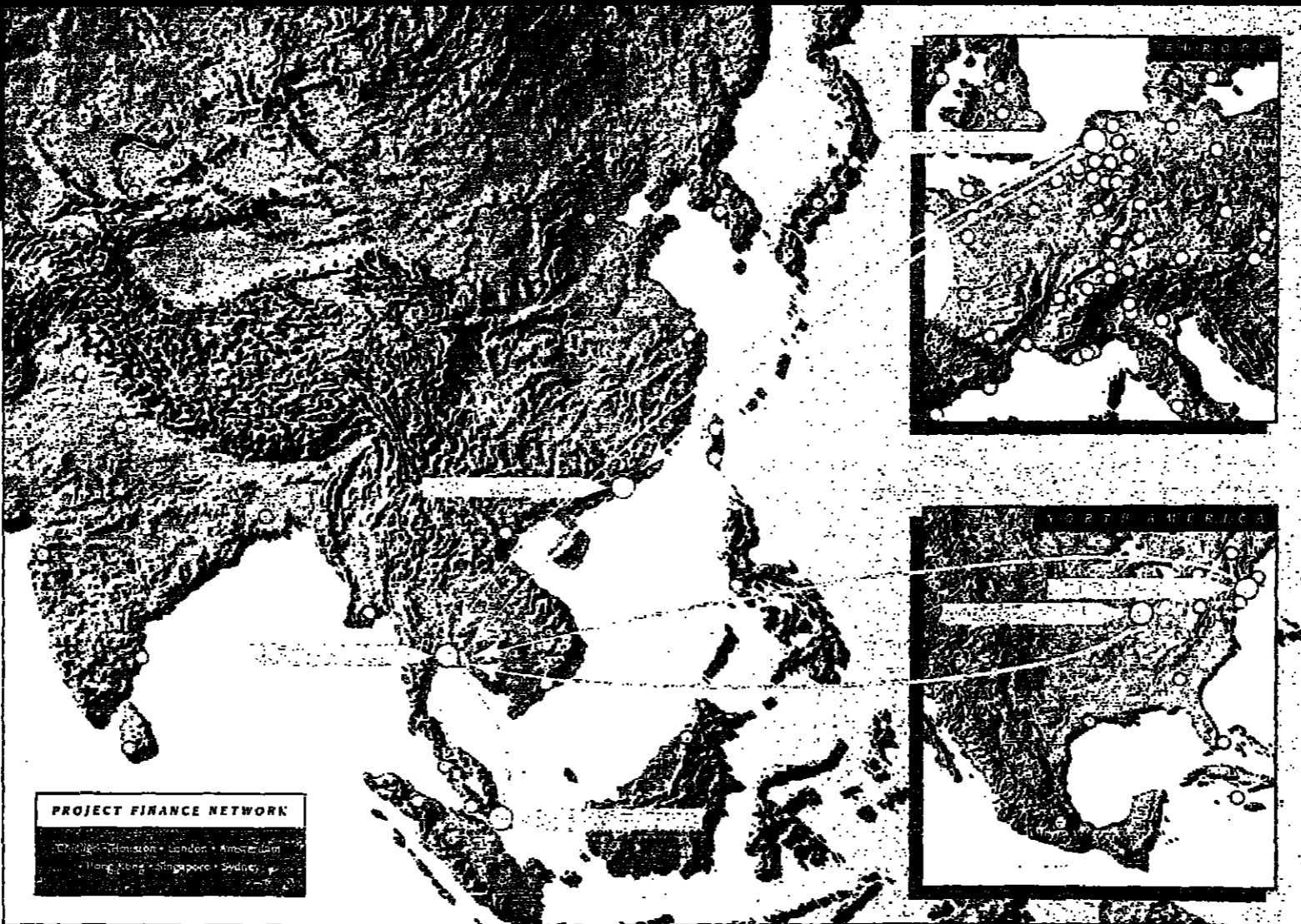
the UK. In the UK, Renu International UK, a separately owned company, was recently set up as the proposed distributor, and aims to have a Mark 8 machine running somewhere in the UK by the end of the year. The most likely location will be just outside London, says Murray Richards, a director of the UK company, which has already established contact with police forces and transport operators.

Although the current focus is on NiCad batteries, Renu's process works better on the newer and increasingly popular nickel metal hydride (NiMH) batteries, says Durda. It is also applicable to other innovative battery types such as lithium ion and polymer batteries.

The Phoenix-based company is also starting to develop its own batteries. Production is due to begin in October of what are said to be the world's first self-conditioning, self-cleaning rechargeable batteries, also for the cellular and two-way markets. The batteries use a standard charger, are equipped with an LCD "fuel gauge" indicator, and will be available with NiCad or NiMH cells.

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ARTS

Television/Christopher Dunkley

Between a rock and a hard place

Ever since the coming of ITV in 1955 and the ending of the BBC monopoly...

prizes. And recently they have taken to whistling defiantly amid what even they presumably see as the encircling gloom...

up recently by Michael Jackson, controller of BBC2. Speaking at one of those clubs, the Royal Television Society...

by any number with any outcome you care to pre-ordain. But does the general argument stand up? In some respects it does...

"tough" interview of O.J. Simpson, was merely the exception which proved the rule, that rule being that this is a PR show for air-headers...

My Grandmother comedies. There is an ineradicable belief in British television that merely by cramming oddly assorted people into a single living space you create the most hilarious comedy...

better than B and will therefore be preferred. Ratings are what matter most, and if laddish studio chat about soccer and lager, or girly talk about lipstick and willies are considered fashionable then we shall have Fantasy Football League and Pajama Party and The Girls Show and The LADS...

Yesterday film-maker Mike Leigh became a member of that rare, endangered species: a spokesman for Britain who returns from Europe in triumph...



Mike Leigh's 'Secrets and Lies' won the Palme D'or with Brenda Blethyn (right) named Best Actress

British triumph at Cannes

David Cronenberg's Crash is a brave bid to film J.G. Ballard's sci-fi vision of a world hooked on the thrill of high-tech collisions...

Judges gave the film the prestigious Special Jury Prize. Catherine Deneuve as a suicidal lesbian philosophy teacher is another potential mind-boggler...

Cannes was Aki Kaurismaki's Drifting Clouds. Conceived by this Finn's recent "comedies" usually starting that resilient rock band the Leningrad Cowboys...

novel of crisis-cross love affairs into a lifeless costume parade, with Isabelle Huppert and Jean-Hugues Anglade struggling to act through the coarsery...

When the Royal Shakespeare Company begins to work to its new schedule next year - with a second regional residency in Plymouth and fewer openings in its shorter 26-week London season - it will have to strive correspondingly harder to cover all areas of its existing repertoire...

where it had its premiere 14 months ago - and it is one of those anodyne New York fantasies in which the big city is as idyllic as Arcadia. Even Kate and Sylvia understand each other. "Now you should know that all you are is a male menopausal moment..."

of style-over-content. Adrian Schiller as the Porter is a welcome relief. The moments at which any degree of genuine engagement occurs seem to be aberrations from the hollow vision imposed by Albery...

INTERNATIONAL ARTS GUIDE. BERLIN: DANCE Staatsoper unter den Linden. COLOGNE: CONCERT K5ner Philharmonie. BONN: DANCE Oper der Stadt Bonn.

CAPE TOWN: CONCERT City Hall Tel: 27-21-4617084. CHICAGO: EXHIBITION Art Institute of Chicago. COLOGNE: CONCERT K5ner Philharmonie.

COPENHAGEN: MUSICAL Gladsaxe Theatre Tel: 45-3167610. HANOVER: EXHIBITION Sprengel Museum. LONDON: AUCTION Bonhams Tel: 44-171-3933900.

MILAN: THEATRE Teatro Carcano Tel: 39-2-55181377. MUNICH: CONCERT Philharmonie im Gasteig. NEW YORK: AUCTION Christie's, Manson & Woods International, Inc.

PARIS: DANCE Théâtre National de l'Opéra - Opéra Garnier. ROTTERDAM: POP-MUSIC Ahoy Sportpaleis. SAN FRANCISCO: EXHIBITION SFMOMA - Museum of Modern Art.

VIENNA: CONCERT Musikverein Tel: 43-1-5058861. WORLD SERVICE: BBC for Europe can be received in western Europe on medium wave 648 kHz (463m).

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Edward Mortimer

Bosnia's fault lines

The US and Europe are both to blame for the country's partition. It started years ago and Dayton will not reverse it

During the negotiation of the Bosnian peace accords in Dayton last November, there was no love lost between Mr Richard Holbrooke, the US assistant secretary of state, and the UK negotiator Ms Pauline Neville-Jones. The airbase, it was suggested, was "simply not big enough for two egos of that size". So it is perhaps not surprising, now both are liberated from the constraint of representing their governments, that their disagreement has surfaced in public. In Time magazine last week Mr Holbrooke alleged that "some important European officials are privately writing off Dayton's provisions and preparing the ground for de facto partition next year". That drew a sharp retort on this page from Ms Neville-Jones, who is now an adviser to Mr Carl Bildt, the High Representative in charge of implementing civilian aspects of the accords. "Europeans," she protested, "are leading the effort to knit the country together again", by methods ranging from the dismantling of trade barriers to Mr Bildt's "determined policy" of destroying the power base of Bosnian Serb leader Mr Radovan Karadzic. That is true, Mr Bildt is genuine in wanting the Dayton agreement "to succeed on its own terms" - in other words to preserve, or more strictly to establish, a single but decentralised Bosnian state. But his efforts to achieve this are frustrated at almost every turn - the latest example being the sacking by Mr Karadzic of Mr Rajko Kasagic, the Bosnian Serb prime minister whom Mr Bildt had cultivated. Other examples of the rebuffs faced by Mr Bildt include: ● Whenever Muslim refugees attempt to return to their homes in Serb or Croat-held territory, they are either turned back or arrested and beaten, and in some cases killed. ● Mr Karadzic and other indicted war criminals continue to move quite openly

about the country, in defiance of the international war crimes tribunal. ● The only independent radio station in the Serb-controlled part of Bosnia - Radio Big, broadcasting from Mr Kasagic's power base of Banja Luka - was briefly taken off the air on Monday, presumably to demonstrate that Mr Karadzic's writ runs even there. ● Elsewhere in the "Serb Republic" and the Croat region there are no independent media at all. Even in Sarajevo, state radio and television are used as a propaganda arm by the Muslim ruling party. ● The city of Mostar remains partitioned between Croats and Muslims. The German administrator appointed by the EU has fled the city. In short, neither Mr Holbrooke nor "important European officials" need wait till next year for the de facto partition of Bosnia into three ethnically homogeneous entities. The Serb and Croat entities have existed since 1992, and the Muslim, as opposed to multi-ethnic, character of the third is becoming more pronounced. All these developments are reinforcing that state of

affairs; and for all of them the US must bear a large share of the blame. They are happening under the nose of the 55,000-strong, Nato-led Implementation Force (Ifor), which includes 18,000 Americans and is under the overall command of a US officer. Everyone applauds the success of this force in implementing the military annex to the Dayton agreement. The forces of the warring parties have been separated, and heavy weapons have been withdrawn. That shows how seriously the parties take Ifor's military clout and the power of the US. But in itself that success consolidates partition. It does nothing to reverse it.

The clauses of Dayton that purport to establish or re-establish a single Bosnian state are not backed by Ifor's military clout, and therefore are not taken seriously by the parties. Ifor's commanders resolutely refuse to get involved in police tasks such as ensuring freedom of movement, apprehending war criminals, or protecting refugees who return home. In these circumstances neither the "Serb Republic" nor the Muslim-Croat federation (which exists only on paper)

shows any sign of fulfilling their obligation under the accords to ensure a "politically neutral environment" for free and fair elections, which must be held by September 14. Responsibility for election supervision lies with Robert H. Frowick, a US diplomat, representing the Organisation for Security and Co-operation in Europe. His deputy (also an American) has just resigned because a report he had drafted, indicating that conditions for holding the elections were far from being fulfilled, had been watered down. Next month, Mr Frowick will almost certainly give the go-ahead for elections under the Dayton timetable. He is under great pressure to do so because the US regards the timetable as the most sacrosanct feature of the accords. Thus the whole process is being driven by two US objectives: to preserve Ifor from any "mission creep" which might lead to US casualties such as happened in Somalia; and to ensure US forces can be withdrawn at the end of the year, as President Clinton promised Congress. And thus it is the US which is ensuring that Dayton preserves the de facto partition of Bosnia, and that no serious attempt is made to reverse it.

But that is a policy the US learnt from Europe. Dayton became possible only when the US accepted the essence of the European approach to Bosnia, which was to treat the ethnic "entities", especially the Serb one, as an irreversible fact of life, and to concentrate on adjusting the relations between them, including the precise allocation of territory. Indeed the starting-point of the Dayton talks was acceptance by all parties of the 51-49 territorial split between the Muslim-Croat federation and the "Serb Republic" - and this was taken directly from the last European peace plan.

All the rest is window-dressing. Both Mr Holbrooke and Ms Neville-Jones protest too much.



Holding power: Radovan Karadzic (right) and Biljana Plavsic



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LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'line'). e-mail: letters.editor@ft.com Translation may be available for letters written in the main international languages.

European employers' body has cast shadow over efforts to achieve consensus on employment

From Mr Emilio Gabaglio. Sir, I found the article "No strategy for employment" (May 20), by François Pericot, the president of the European organisation of employers (Etupe), to be very negative. It not only casts a huge shadow over the employment pact exercise launched by Commission president Jacques Santer but it also appears to repudiate much of the common ground we have established together as European social partners. And it even attacks the idea that a search for consensus is worthwhile. Of course finding this consensus can be very difficult - but what would have happened to Europe, and indeed to democracies in

general, if that had been taken as a reason for not trying? As recently as last October at the Social Dialogue Summit meeting in Florence, Unice did join the European Trade Union Confederation (ETUC) in saying in a declaration on the Essen employment process that "the social partners will continue and intensify their work at the national and European levels, and look to the public authorities to do the same and to closely involve the social partners in their efforts at the appropriate levels". That is precisely what Mr Santer's pact for confidence and employment is doing and that is why we have to live up to our responsibilities and try to make the process a

successful one. On some issues of substance, and again on the basis of past common statements, the ETUC can agree with Mr Pericot that competitiveness problems have to be addressed - and we have said so in relation to the pact - though the agenda has to be much broader than how social security is to be financed. However, isn't arguing that competitiveness is exclusively a national responsibility, rather than also a shared European one, a sure way to undermine the integrity of the Single Market? And does Mr Pericot believe that the EU's macroeconomic guidelines have no influence on the European economy, and hence on the competitiveness of his

member companies, and that he can therefore turn down the offer to be involved in the process by which these guidelines are formulated and reviewed - for this too is a part of the pact exercise? For our part at least, the ETUC will be accepting the invitation of the Italian presidency to discuss all these issues with governments at a tripartite conference to be held in Rome early next month. Emilio Gabaglio, general secretary, European Trade Union Confederation, Boulevard Emile Jacqmain 155, B-1210 Brussels, Belgium

Toy industry committed to safety

From Mr David Bryer. Sir, Re Mr Bill Jordan's letter of May 11 concerning the Kader toy factory fire in Thailand, it is appropriate for your readers to be aware that the experience of the three years since then shows that, dreadful though the event was, it was nevertheless an isolated occurrence. Moreover, the world toy industry has made considerable efforts to ensure good working conditions in toy factories in Asia.

In January, the British Toy and Hobby Association published a code of practice based on long-standing working practices of many international manufacturers. It confirms the toy industry's commitment to standards that exclude forced labour and ensure working conditions in toy factories throughout the world are consistent with western practice and in the best interest of the workers themselves. These standards existed long before the approach of the World Development Movement; they have simply been made public by the code.

My association shares the movement's concerns that workers worldwide are safe. The association has recently published a "Fire prevention and emergency preparedness guide", in English and in Chinese, which has been circulated to association members for use in their own and subcontractors' factories. Our members are required to follow a strict code of practice and have stringent safety guidelines. In the coming weeks we will be developing the framework for an independent committee that will deal specifically with any future complaints. David Hawtin, director-general, British Toy and Hobby Association, 80 Camberwell Road, London SE5 0EG, UK

Poor need no reminding of cost of water

From Mr Simon Trace. Sir, Your article "Asia warned of need to act on water" (Mar 16) implied that a "user pays" principle is a new phenomenon. The truth of the situation for millions of people throughout Asia is that they already pay for water, with the poorest often paying the most. Provision of a safe water supply close to people's homes is so poor in places such as Dhaka it is not uncommon for 10 to 15 per cent of household income to be spent on buying water from private vendors. WaterAid has records of private suppliers charging 25 times the rate the middle-class

population pays to the local water authority per litre. Inevitably, the growing number of poor marginalised people are worst hit. With 1.2bn people worldwide still lacking access to safe water, clearly the problem is an immense one that will not be solved by a panacea approach. The solution is not simply modernisation. Water supplies need to be extended to the ever-growing urban poor populations through low-cost and sustainable solutions. WaterAid, for example, promotes technologies which communities can afford and encourages them to manage

that technology themselves, setting affordable tariffs which will cover the cost of maintenance and repairs. The point made by Peter Rodgers, the Harvard University water expert, that people need to be educated that water is not free requires heavy qualification. Poor communities do not need reminding - they are already paying through the nose. Simon Trace, regional manager, Asia, WaterAid, Prince Consort House, 27-29 Albert Embankment, London SE1 7UB, UK

Clinton rhetoric will not rid world of mines

From Mr David Bryer. Sir, President Clinton's strong moral rhetoric on land mines ("Clinton to work for an end to land mines", May 17), though welcome, masks what is essentially a military-influenced decision. Contrary to Mr Clinton's fine words, his decision will set back the day when "children of the world can walk without fear of the earth beneath them". Arguing that the US has somehow a "unique threat" to its security will hardly help us rid the world of the scourge of

anti-personnel mines. It is not difficult to see how forces of military dictatorships or rebel warlords will argue that they, too, have a particular security situation that requires the use of anti-personnel mines. The immediate destruction of the US's huge arsenal of 5m "dumb" mines is indeed welcome but the US's continued use of "smart" mines will still pose a danger to civilians. "Smart" mines are as indiscriminate as their "dumb" counterparts - they just have a shorter life in the ground. Switching western

arsenals to the "smart" option only legitimises the use of anti-personnel mines. Irrespective of the president's decision, Canada will bring together 40 states committed to a global ban at a conference in Ottawa in September. Many western states will be attending. Sadly, President Clinton will be conspicuous by his absence. David Bryer, director, Oxfam UK & Ireland, 274 Banbury Road, Oxford OX2 7DZ

Confused view of London's advertising

From Mr Mathias M. von der Decken. Sir, I read Mrs Marlene Bowman's letter (May 18/19), alleging widespread pornography in advertising in London, with concern. Usually pornography would be defined along the lines of "depicting a sexual act in an obscene fashion", of which I can find no evidence in London. Advertising there at most contains a provocative hint at sexuality. It is the confusion of sexuality with pornography that is a danger to society as

its repression breeds sexual ignorance with its well-known consequences, ranging from irresponsible sexual behaviour to sex crimes. Modern society is increasingly broad-minded towards the most natural thing in the world, without which education on issues such as Aids and birth control would be unthinkable. Naturally, such changes in a society's thinking entail a greater acceptance of sexually-related themes in public. However, this is as little a process of decadence as naked native

Africans are barbarians living in a permanent pornographic environment. Even today, tourists travelling to Britain will be surprised at the relative puritanism displayed in public and I would advise Mrs Bowman not to leave the British Isles if she is lightly offended by a more liberal attitude towards sexuality. Mathias M. von der Decken, Résidence Bleu Léman, Chemin de Blen Léman 7, CH-1844 Villeneuve, Switzerland

US companies have proved remarkably resilient, says Tony Jackson

The survival of the oldest

In America's continuing debate on the downsizing phenomenon, fans of the process have come up with a standard defence. The massive job cuts that make the headlines, they say, are the work of big companies. But those are corporate dinosaurs, relics of America's industrial past. The small, dynamic companies that represent the future are still hiring. It is usual at this point to invoke the Austrian economist Joseph Schumpeter. Capitalism, he said, is characterised by a "perennial gale" of creative destruction, brought on by changes in technology and markets. When corporations get to a certain age and size, the gale sweeps them away. There is evidence that America's big old companies employ a smaller proportion of the workforce than 20 or 30 years ago. One reason is that they have the experience and deep pockets to apply the latest techniques in labour productivity. Since much of that productivity has been passed on in lower prices, their revenues have also tended to decline in relation to national output. But by other measures, such as earnings and stock market value, the old corporations have proved astonishingly resilient. Take, for instance, the Dow Jones Industrial Index. The 30 companies in it are on average 103 years old. The grandfather among them is the chemicals giant DuPont,

founded in 1801 - unless you count Merck, which originated in 17th-century Germany. The youngest is McDonald's, a mere 41 years old, followed by Caterpillar, which is 68. It might be objected that the Dow itself is an old-fashioned collection: designed for continuity, it is almost devoid of modern high-tech companies, and preserves such venerable crocks as Woolworth and Bethlehem Steel. But if we turn to the top US companies by market value - many of them Dow constituents - the story is not very different. According to the latest FT500 list of the world's most valuable companies, compiled last September, the top three American corporations were General Electric, AT&T and Exxon: all monuments of 19th-century enterprise, created respectively by Thomas Edison, Alexander Graham Bell and John D Rockefeller. Only three of the top 10 were founded this century, all in computing: Microsoft at number seven, Intel at eighth and International Business Machines at 10th. The average age of the top 30 is 93. It might be argued that this is only to be expected. Getting to the top is a slow process. Old companies that survive may grow to be enormous; but they are the exception in surviving at all. This is also doubtful. Take the Dow in earlier days: say, in 1935. Of its 30 members then, 16 are still in

the index today. Of the remaining 14, seven survive as independent quoted companies. Some of the latter, such as Chrysler, are still household names. Others are in disguise. Standard Oil of California is now Chevron and Allied Chemical is AlliedSignal. That leaves a residue of seven. Six have been taken over, mostly by other big old companies: General Foods by Philip Morris, Nash Motors by Chrysler, American Tobacco by BAT Industries. Only one has gone bust: Johns-Manville, once the world's biggest producer of asbestos, which collapsed under the weight of asbestosis claims in 1982. Big old American companies, in fact, are hard to kill. IBM (founded 1911) has been through a rough patch, as has Eastman Kodak (1880). Both now seem to be recovering. Even takeover victims pop up again. Nabisco (1898) fell prey to R J Reynolds in 1985 and this year re-emerged as a quoted company. Not every country's corporate culture is so robust. The UK's equivalent of the Dow is the FT 30-share index, founded in 1935. Only six of the original 30 constituents are in the index today, compared with the Dow's 16 from the same year. Of the 24 that have dropped out, some survive in shrunken form. Vickers and T&N, for instance, do not make it into the UK's top 150 by market

value. Most of the others, such as Fine Spinners, simply dwindled away. One reason for the difference is the demise of the British Empire, which in its heyday had the damaging effect of sheltering industry from external competition. American companies, by contrast, still have the world's richest economy on their doorsteps. Whatever the cause, the longevity of American corporations is thought-provoking. Schumpeter had a second argument against big companies' survival. In time, he said, they would inevitably fall into the hands of professional managers. As mere functionaries, managers would lack the vitality of the founding entrepreneurs. They would thus be easy prey for the entrepreneurs of the next generation. The argument is persuasive enough. The fact that it proved wrong suggests that America's managerial culture is more flexible - and, perhaps, more entrepreneurial - than Schumpeter could have foreseen. From the narrow perspective of the stock market, this is just as well. The top 30 companies - with an average age, it will be recalled, of 93 - have a combined value of \$1,500bn (£1,000bn), a fifth of the US equity market. If they ever turned out to be dinosaurs, it would take a daunting number of dynamic start-ups to make good the difference.

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COMMENT & ANALYSIS

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700 Wednesday May 22 1996

The price of isolation

Mr John Major's threat to paralyse the European Union unless it eases and then lifts the ban on British beef exports carries the potential to create the most serious crisis yet in the UK's often troubled relationship with its continental partners.

Hope for Iraq

Monday's agreement between Iraq and the UN is the first piece of genuine good news the Iraqi people have had since the end of their war with Iran in 1988.

University funds

Labour's proposals for higher education funding, published yesterday, are a disappointment. Only if they represent a first step in the direction of securing substantial private funding for universities will they address the serious predicament of British higher education.

Clash of the software titans

Larry Ellison's network computer threatens the dominance of Bill Gates's Microsoft in desktop computing, says Louise Kehoe

The network computer will change everything, enthuses Mr Larry Ellison, chairman and chief executive of Oracle, the leading US database software company.



From an also-ran to the fast lane

But Mr Gates acknowledges the need to make personal computers easier to use. He has launched an initiative called the 'Simply Interactive Personal Computer' to create a PC that is as easy to use as a household appliance.

It had to be bailed out in 1985 by Italy's Olivetti group, which retains a 46 per cent equity stake. Mr David Lee, an accountant, was brought in as chief executive by Olivetti in August to grapple with Acorn's problems.

Paul Taylor

Microsoft ORACLE

Table comparing financial data for Microsoft and Oracle, including Total sales, Net income, and Market capitalisation.

OBSERVER

Lots of lovely silver balls

Red faces all round yesterday at Mitsubishi and Sumitomo Corporations, two of Japan's most distinguished companies.

Bermudan burgers

Bermuda is getting back in a state over hamburgers. The government has been split over fast food since the wealthy former premier, Sir John Swan, obtained approval to operate a McDonald's franchise.

Today's Benz

This year's Daimler-Benz AG promises some theatre. Having reported record net losses of DM5.7bn for 1995, Jürgen Schrempp will face an anticipated 8,000 angry shareholders who want an explanation why, for the first time in the history of Germany's largest company, they aren't going to see a dividend.

Get a toehold

India's present - and possibly short-lived - Bharatiya Janata party government has ruled out 'horse trading' to gain the support of enough other parties to win a parliamentary vote next week.

Pill-popping bliss

Calling long-suffering Yugoslavs and Russians: relief is near. California-based ION Pharmaceuticals is launching Frozac in both regions.

100 years ago

The Cuban Insurrection Madrid: A telegram from Havana to the 'Imperial' announces that an advance guard of the insurgents under the command of Maximo Gomez has managed to cross the Escambray River.

50 years ago

Enter St. Helena To-day's start of dealings in St. Helena Gold Mines is an event of exceptional interest, since the company is the first of many operating companies likely to be formed to open up the Orange Free State goldfield.

Toyota to win approval for Chinese engine plant

By Michio Nakamoto in Tokyo Toyota, Japan's largest carmaker, is expected to announce today it has won approval for a plant to build engines in Tianjin, northern China.

The Chinese government is believed to have given Toyota the go-ahead to build an engine plant with Tianjin Automotive Industry nearly two years after the carmaker first began discussions with the Chinese authorities.

The plant is expected initially to produce 1,500cc engines for cars made by Tianjin Automotive and based on a small car produced by Daihatsu, in which Toyota owns a controlling stake.

Italian Mafia linked to Russian criminals

By Jimmy Burns in London

Senior Italian police officers believe Mafia groups have been channelling increasingly large amounts of money to Russia and linking up with organised criminal groups there.

"There are signs that the former Soviet Union is using the Italian Mafia to build itself up economically just like the US did earlier in the century," Major-General Giovanni Verdichio, a senior figure in anti-Mafia operations of the Guardia di Finanza - Italy's financial police - told a meeting of senior criminal intelligence officers in London yesterday.

"At the same time the Italian Mafia is laundering money out of the former Soviet Union to rebuild itself financially because of the clampdown on its operations domestically."

The report reinforces a warning by Italian prosecutors in Rome yesterday that the Mafia was still fully entrenched in society and a force to be reckoned with in spite of the dramatic arrest on Monday of Giovanni Brusca, one of Sicily's most wanted "bosses".

Maj-Gen Verdichio said the Italian Mafia had been investing through front companies in various sectors of the Russian economy, including banking and construction, and was increasingly involved in purchasing weapons in eastern Europe.

He added that a Mafia group was emerging called the Sacra Corona Unita, which was building up a powerful tobacco smuggling network with former Yugoslavia and Albania.

Yesterday's meeting was organised by the UK's National Criminal Intelligence Agency and was attended by representatives of US, Canadian, German, Italian and Russian police forces, which are attempting to co-ordinate efforts to combat the growing threat of Russian organised crime.

"Since the collapse of the Soviet Union, we have seen a marked expansion in the activities of Russian crime groups both geographically and in their links with other organised groups," said Mr Albert Pacey, the director-general of NCIS.

British police are concerned that Russians are among international criminals who are exploiting loopholes in the global banking system to channel millions of pounds of illicit money through the City of London. Western law enforcement agencies remain reliant on the co-operation of the authorities in the former Soviet Union.

Lieutenant-Colonel Valery Serebryakov, of Russia's interior ministry, said organised crime in the country involved 32,000 people, 400 of whom were on an international wanted list for suspected criminal activities.

French revolutions

For all the talk about corporate governance in France, there has been relatively little action. That makes yesterday's move by Banque Nationale de Paris look a historic event. The bank has offered to buy out minority shareholders in its investment subsidiary, Compagnie d'Investissements de Paris (CIP), through a one-for-one share swap.

Since BNP shares are worth FF195 (\$37.93) and CIP shares were suspended at FF150%, this is good news for CIP's beleaguered investors. They have watched their shares languish at a massive discount to net asset value, estimated at around FF230 per share.

What has prompted BNP to take such action? Most likely, a shareholder resolution tabled by SBC Wurzburg for CIP's annual meeting next week. The resolution proposed that the management should take action to reduce the discount - for example, by buying back shares at FF195. A similar resolution by another investor was rejected by CIP's management - in other words by BNP - last year. Presumably, a further confrontation with rebel minorities was felt to be an embarrassment worth avoiding.

A discount of 14 per cent to net asset value may be snapped up by French shareholders, but it would be considered an outrage for a UK investment trust. It is certainly a bargain for BNP, which may now take that profit by selling the assets. Meanwhile, SBC's successful investment in CIP suggests it may be worth gambling on better French corporate governance.

The shares in other holding companies controlled by corporate behemoths should pick up in anticipation of further corporate restructuring.

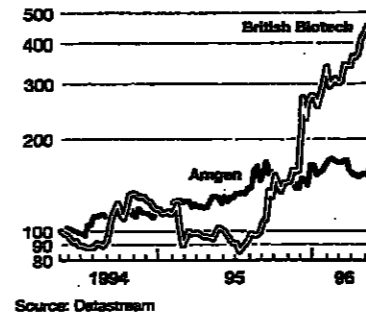
THE LEX COLUMN

French revolutions

FT-SE Eurotrack 200: 1738.1 (+2.9)

Biotechnology companies

Share prices relative to the Datastream World Pharmaceutical Index



Source: Datastream

instat's initial tests. The bigger question is over the breadth of application - marimastat has its own negative side-effects and the number of cancer types where it would be offered as treatment is far from clear.

Discounted cash flow analysis, assuming a successful launch, can impute a share price of over £90, compared with the current £33.5. Nonetheless, DCF is a rough science, as Eurotunnel has ably demonstrated.

Most analytical yardsticks, British Biotech looks expensive against US peers, from Amgen down to biotech minnows. And if British Biotech fails to impress the market with marimastat, it will struggle to rebuild the shareholder confidence that it needs to provide the funds for its ongoing research programme. With the English Derby coming up, there must be better gambles elsewhere.

German telecoms

The lobbying over how Germany's telecoms market should be opened to competition has started in earnest. Yesterday's complaints by RWE, the energy group, that the process is not moving smartly enough is typical, with the government trying to finalise the legislation in the next two months, large sums of money rest on exactly how the rules are drawn. RWE's main gripe is that the terms for connecting to Deutsche Telekom's network - which could account for roughly half competitors' costs - have yet to be set.

Its frustration is understandable; but it only need consult British Telecom, its prospective partner, to understand that interconnection battles are the principal tool used by ex-monopolists to defend their turf.

RWE's outcry also reflects the fact that DT's prospective competitors are

nearing the time when they will have to put their money where their mouths are. It is one thing to make grand statements about investing billions of marks; quite another to sink the capital. Following Mannesmann's success in mobile telecoms, other large German groups thought competing with DT in fixed telecoms would be easy. But, in practice, the fixed market will be harder to crack; not only is it not growing as rapidly as mobile; DT's position is better protected. Moreover, while DT's cost base is bloated, it is making strenuous efforts to boost efficiency. This means a competitive strategy based on undercutting DT's prices will only work for the medium term; the long-term winners will be those who emphasise innovation, customer service and branding.

Marks and Spencer

The surge in Marks and Spencer's share price yesterday should be seen as an expression of relief rather than expectation. M&S managed to exceed analysts forecasts, though these had been slipped back due to worries about the blue-chip retailer's performance, particularly in women's-wear, in a difficult market.

There was certainly some good news. Brooks Brothers, its troublesome US acquisition, at last appears to have been knocked into shape following the appointment of a new chief executive a year ago. Furthermore, M&S's financial services business, now contributing 8% per cent of group operating profits, offers attractive earnings growth.

Certainly, any fears that the company had lost its way can be dismissed, but performance looks solid rather than sparkling. It is hard to get excited about the core UK business, despite the recovery in retail spending. Underneath the headline sales figures, like-for-like growth looks less impressive. The management's comments on current trading may have caused an exaggerated flurry; the company noted strong sales growth in each of the last two weeks, relative to the previous year - but this was placed in a context of volatile trading conditions.

After yesterday's rebound, the stock is still trading at a discount to the retailing sector - though the sector is rather distorted by recovery stocks. Given this, the current premium for M&S shares of 20 per cent to the market, compared with the sector's premium of 25 per cent, looks about right.

Lex comment on BAA, Page 21

Increase in farm prices will be short-lived, says OECD

By Guy de Jonquieres in Paris

The recent rise in world agricultural prices, particularly for cereals, is likely to prove short-lived and risks encouraging industrialised countries to relax their efforts to reform farm policies, according to an Organisation for Economic Co-operation and Development study.

It also finds that a shift from market price support measures to producer subsidies in most industrialised countries in the past few years has so far failed to cut overall agricultural spending in the industrialised world.

"The current situation of high prices and tighter supplies is likely to be temporary and according to medium-term projections, world agricultural markets are not moving towards a longer-term shortage," the study says.

It expects nominal world cereal prices this year to fall sharply

from last year's peak and stabilise in real terms until 2000, though at a level somewhat higher than their 1990-94 average. Higher grain and oilseed prices may increase costs for pigmeat and poultry producers. Dairy export prices are also expected to rise in the medium term.

The OECD concedes that the medium-term outlook is clouded by a number of uncertainties. These include the scope in developing countries for increasing cereal yields; whether China will succeed in maintaining its level of self-sufficiency in food; and whether Russia will re-enter the world market as an importer.

It says increased competition caused by the globalisation of the world economy will also have a far-reaching impact on the structure of the farm sector and on policy reform.

Support to agricultural producers in OECD countries, measured

by annual transfers from consumers and taxpayers, reached \$182bn last year, 15 per cent above the 1986-88 average. However, levels of support varied widely, falling sharply in the US, Canada and New Zealand, but rising in the European Union, Japan and Switzerland.

The study warns that unless direct payments to producers are targeted more precisely, they could fail to bring about the structural adjustment they seek to promote and simply become compensation for reductions in market price support spending.

Agricultural Policies, Markets and Trade in OECD Countries. Monitoring and Evaluation 1996. OECD publications service, 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel: 331-45 24 82 00 Fax: 45 24 85 00.

OECD reports, Page 4 Commodities, Page 23

Germany in 'recession'

Continued from Page 1

that Germany was a profitable place to operate, the ministry said. So the government had produced a 50 point "action programme" of mainly supply side measures to boost investment and jobs at the end of January and its "programme for more growth and employment", consisting of spending cuts, welfare restructuring and tax changes.

In a clear reference to trade unions, the ministry warned: "Whoever blocks these in part painful but unavoidable measures carries the responsibility for endangering future opportunities for growth and employment."

Malaysian steelmaker

Continued from Page 1

difficulties in 1988, Dr Mahathir picked an industrialist, Mr Eric Chia, to nurse it back to health. As late as 1994, the prime minister, who is currently in the US, was praising Mr Chia's restructuring efforts.

Reports of the company's insolvency have been circulating since February but yesterday's announcement by Mr Anwar was the first public confirmation. He said Perwaja, in addition to its long-term debt, has current liabilities of M\$920m and accumulated losses of M\$2.9bn.

Mr Anwar said the company's position was "critical", and that it must be restructured immediately. He raised several options

for action based on an audit by Price Waterhouse, the UK accountants. One option is that a group of experts be appointed to restructure the company before an eventual listing on the Kuala Lumpur stock exchange.

Another Price Waterhouse proposal was to sell off the company. Four Malaysian companies have expressed interest: Renong Berhad, Westmont Industries, Lion Corporation and the Maju group.

Mr Daim Zainuddin, senior adviser to the prime minister, has said any bids by foreign firms would be considered.

Mr Anwar said that "investigating authorities" were looking into whether there was any wrongdoing by Perwaja's board of directors.

FT WEATHER GUIDE Europe today An active frontal zone will bring cloud and periods of rain to the British Isles. Five-day forecast Th UK will remain unsettled with scattered showers, particularly in the north. TODAY'S TEMPERATURES Maximum Celsius Beijing 31, Berlin 22, Bonn 23, Brussels 15, Bucharest 29, Copenhagen 15, Dublin 16, Frankfurt 17, Geneva 17, Hong Kong 28, Istanbul 25, Jakarta 32, London 17, Los Angeles 21, Madrid 26, Manila 28, Mexico City 28, Moscow 15, New York 24, Paris 17, Rome 22, Seoul 17, Singapore 28, Sydney 19, Taipei 25, Tokyo 22, Toronto 23, Vancouver 15, Warsaw 17, Wellington 17, Zurich 14

The capital strength to deliver Rentokil £1,325,000,000 Cash Alternative and £1,412,000,000 Revised Cash Alternative Primary Underwriter Rentokil £800,000,000 Multi-Currency Revolving Credit Facility £350,000,000 Multi-Currency Standby Facility Joint Arranger and Underwriter NATWEST MARKETS

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INTERNATIONAL CORPORATE FINANCE

A year in which fantastic deals became reality

The latest transactions are mergers of equals which cut costs and transform the competitive balance within industries, writes Nicholas Denton

Think the unthinkable. Investment bankers have long encouraged their clients. In the past year even the most fantastic deals have become reality. Sandoz and Ciba-Geigy, the two Swiss pharmaceutical giants, are combining in Europe's largest merger. Two pairs of Baby Bells - Bell Atlantic and Nynex, and Pacific Telesis and SBC Communications - have fused in the biggest restructuring in the US telecoms industry since the break-up of AT&T's monopoly in 1984. In banking, Lloyds Bank has combined with TSB group to create the UK's biggest retail bank, and Chemical Bank and Chase Manhattan have merged in the US.

As financially leveraged takeovers by corporate raiders such as KKR defined the last acquisition frenzy in the late 1980s, so mega-mergers within pharmaceuticals, banking, telecoms and other industries have characterised the current surge in activity. In the US, the volume of deals has topped \$100bn in six of the last seven quarters. In Europe, the Ciba-Sandoz deal lifted volume to a record \$59.3bn in the first quarter of this year, according to Securities Data Company.

Focus - the divestment of peripheral divisions and the strengthening of "core businesses" - has been the watchword of markets, companies and their advisers for several years. Until recently, however, the typical deal was the bolt-on acquisition, in which the purchaser acquired the target's

latest transactions are of a different order: the emblematic deal is a merger of equals which generates enormous cost savings and transforms the competitive balance within the industry in which it occurs. The shift has taken place because of three factors. First, in some industries, such as pharmaceuticals, many smaller competitors disappeared in an earlier wave of consolidation. Second, rising share prices in the US and Europe have made it harder for acquirers to justify paying the 15 per cent premium typical in a takeover. In a merger, shareholders of both companies share more fairly in the benefits. And third, where the two companies' operations overlap, the scope for cost savings is vast.

Moreover, analysts and investors are becoming ever speedier in recognising the benefits, as a succession of deals in the pharmaceuticals sector has shown. SmithKline Beecham reduced its workforce by 10 per cent and closed about 60 sites after its merger in 1993. The process took about three years. It took a few months for analysts to work out the implications of Pharmacia's merger with Upjohn last year. The two companies' combined market capitalisation rose from \$12.6bn at the time of the deal to \$22bn in March. The lesson has now been learned. The announcement of the fusion of Sandoz and Ciba created \$15bn of value for shareholders in a single day. Put simply, a merger promising cost savings has become the surest way for a company's management to lift its share price.

"People for the first time ever understand the cost implications of merger," says John Stodolinski, head of investment banking for Europe at Morgan Stanley. "It translates into a share price move, not just in the long term, but in the short term. Executives were afraid of going into a merger because they thought it would invite intervention. But now the

stock can go up 20 per cent and that lowers the risk of an interloper."

But investment bankers are not following their own advice. While pharmaceuticals, telecommunications and retail financial services are consolidating, investment banking is becoming ever more crowded. Goldman Sachs, Morgan Stanley and CS First Boston used to be the only truly global investment banks. Now other US houses, such as Salomon Brothers and Lehman Brothers, are building European equities and investment banking businesses. Merrill Lynch, transcending its origins as a US retail stockbroker, has acquired securities firms in the UK and Spain, and is hiring corporate financiers to develop a European M&A practice. JP Morgan has broken through as an M&A adviser in Europe and is attacking equities next.

A yet more massive institution with origins in US commercial banking, Chase Manhattan, plans to provide a one-stop shop for corporations' varied financial needs. At least seven European banks have grand ambitions for their investment banking divisions. Deutsche Bank plans to spend another DM700m this year building up Deutsche Morgan Grenfell into a European investment banking champion. But it faces rivals for that position in SBC Warburg and Barclays de Zoete Wedd, among others.

There are still plenty of niches. Deals within industries require advisers with expertise in the sector, and some smaller investment banks have prospered by focusing on particular industries. Independent UK houses such as Schroders and Fleming, and boutiques, such as Hambro Magan and Phoenix Securities, have advised on many financial sector deals. In the US, West Coast high-tech specialists such as Robertson Stephens, Alex Brown & Sons,

Hambrecht & Quist and Montgomery Securities, have about half of the market of leading public offerings of high-tech companies.

And, while many industries are consolidating in the face of stagnant revenues, the securities business as a whole is growing. This is because companies are reducing their reliance on loans from commercial banks and turning to debt and equity markets for financing.

On the other side of the equation, individuals are holding an increasing proportion of their savings in mutual funds and funded pension schemes. Investment banks stand in the middle of this securities business, and benefit from its growth. On initial public offerings by corporates, investment banks earn margins of 4-6 per cent. And the ecstatic stock-market reception for recent mega-mergers has inspired other companies to think the unthinkable. Corporate financiers say the pipeline of M&A deals remains full.

Yet, there are several reasons why investment banking earnings will not grow as fast as new entrants pile into the market. First, revenues are lagging behind growth in the volume of business. Between 1994 and 1995, while equity trading volume grew about 16 per cent a year, revenues in the US securities business increased just 8.1 per cent a year.

Second, margins are coming down. For instance, fees for passive asset management, where the manager tracks an index, have fallen to three basis points, or 0.03 per cent, per annum. In M&A, advisory fees on large deals, which were often more than 1 per cent in the late 1980s, have fallen as low as 0.25 per cent.

George Feiger, head of investment banking at SBC Warburg, cites foreign exchange. "Something that was a most lucrative business, has been substantially commoditised," he says. "Moreover, while over-the-

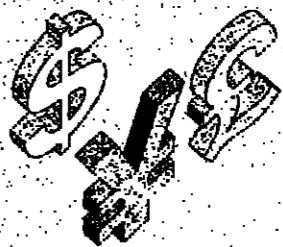


counter derivatives contracts provided high margins and a boost to revenues in the first half of the 1990s, there is no hot new product on the horizon. "Most of the significant

product innovations have already taken place," he says. Third, the crowding of commercial banks into investment banking has increased salary and bonus bills, the largest ele-

ment of an investment bank's costs. Hires are typically offering guaranteed bonuses over two or three years to attract staff. Some houses which fear defections, such as SBC War-

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Editorial production: Roy Terry
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burg, have countered by giving loyalty bonuses to select staff. Bonuses for staff now typically match an investment bank's

Continued on page 2

Judging quantity?
18 transactions worth
USD 4.3 billion made
SBC Warburg the
number one book-
runner for European
equity issues in 1995.
Or quality? Corporate
Finance Magazine
voted SBC Warburg
Corporate Finance
House of the Year
for 1995.

Your Key Investment Bankers.



2 INTERNATIONAL CORPORATE FINANCE

A year of fantastic deals

Continued from page 1

pre-tax profit. The heightened competition makes for stress. "For the industry it means pressure on margins, pressure for people, pressure on market share," says Walter Gubert, head of JP Morgan in Europe.

And, fourth, many investment bankers believe, the industry is close to the top of its notoriously violent cycle. M&A deals, particularly if they achieve a boost to share prices by cutting jobs, are testing the limits of political tolerance. The UK government, for instance, has stepped in to block bids by National Power and Powergen for regional electricity distributors. Advisers will find it hard to match the M&A activity of 1995 and 1996 in the US and UK.

The equities business, as well as M&A, looks overblown to some analysts. Luxury names such as Harvey Nichols and Gucci have come to market. Many investment bankers are sceptical of the values achieved for high-tech companies such as Netscape and Yahoo!.

And all investment banking markets remain vulnerable to an increase in US interest rates. The commercial banks are piling in to the securities and advisory businesses. John Studzinski, of Morgan Stanley, says it is partly a matter of prestige. Investment banking is, he says, "the hood ornament on the Mercedes-Benz".

Underpinning the banks' scheme, too, is a business logic of sorts. As blue-chip companies take out loans within 10 basis points of the interbank rate, banks' margins from traditional lending have disappeared. "The commercial banks are looking, not at where they are going, but where they are coming from," says Mr Felger of SBC Warburg. "In corporate banking it is impossible to make money. The pricing is insane. The investment banking business we are in looks good by comparison."

It will take time, and a downturn in the market, before investment banks take the advice they dole out to their clients and embark on some mega-mergers of their own.

After the deals by Daniel Bogler

Post-takeover stress disorder

Many agreed deals subsequently turn sour. A look at the three principal danger signs

After a gruelling 60-day bid battle, the acceptances have been counted and recounted, victory has been declared, and management and advisers are uncorking the champagne.

All too often, however, the pretty picture fades and companies fail to reap any benefits from the takeover they have worked so hard to win.

Recent studies by the Economist Intelligence Unit and London Business School suggest that more than half of all acquisitions fail, measured by subsequent share price performance, earnings growth or less tangible yardsticks such as new product development and the turnover of top executives.

The verdict of PA Consulting Group is even gloomier. Its research shows that "up to 80 per cent of acquisitions destroy value for the acquirers' shareholders. Up to one third of firms that are acquired are subsequently divested by the acquiring parent."

And the value destroyed is not small. According to one study, those companies that spent more than 10 per cent of their capital on takeovers had, after five years, share prices that were only 60 per cent of those of a comparable group.

One of the reasons for failure is the lack of a sound strategic reason for doing the deal. A good example is the disastrous \$200m acquisition by Boots of Ward White, owner of the Do-it-All and Halfords chains.

Boots soon found that the retailing skills it had developed in its chemists shops were not easily transferable to DIY and bicycles and that the deal made it more exposed to changes in consumer taste. As the recession hit, the former Ward White businesses started losing money hand over fist and it was only the strength of its core business that saved the group.

Boots also undoubtedly paid

too much for what was a collection of pretty mundane businesses. Even where the strategic logic is sound, a silly price can turn a promising takeover into a fiasco. Such was the case in Redland's acquisition of Steeley, a rival building materials group, according to the SBC Warburg analyst Mr Mark Stockdale. The purchase strengthened Redland's market position but has diluted its earnings for the past four years.

In the US, highly leveraged deals such as KKR's purchase of the tobacco and food group RJR Nabisco and the Time Warner merger have left both groups weighed down with enormous amounts of debt and sluggish stock prices.

Failure to buy for sound strategic reasons and getting drawn into overpaying by the thrill of the chase are two of three reasons cited by Chris Beresford, a partner in the accountants KPMG, for deals turning sour.

The latter is more common than most managers would care to admit. Raising finance, fighting off rivals and winning become ends in themselves. After all, most managers would prefer to run a bigger business, especially since there is a clear correlation between the size of the company and their own pay.

And a survey by the National Institute of Economic and Social Research found that companies that had expanded by takeover had "systematically higher" growth in top management pay relative to companies that had expanded through internal growth.

In addition, the whole structure of the City, from merchant bankers hungry for fees to fund managers watching quarterly performance targets, is geared up for short-term returns. The costs of a takeover are now so astronomical - Rentokil's £2.1bn bid for BET racked up more than £100m in total fees - that victory, even if it means a few more pence on the offer price, becomes essential. Paul Manduca, chief executive of Threadneedle Asset Management, admits that:

"most fund managers and corporate financiers have never worked in industry. They may know the businesses well but they actually don't know what the opportunities are."

Another fund manager adds: "Some takeovers are entirely appropriate. But sometimes it is a very inefficient way of achieving growth or improvements in management."

There are occasions where demergers are a better course. The mere threat of a bid from Hanson encouraged ICI into demerging Zeneca, its drugs business. The result was one of the most impressive creations of shareholder value in recent years. Old ICI had a market capitalisation of just over £10bn at the time of the split; the two new companies are now worth a total of £20bn. Mr Beresford's third reason for the failure of a takeover is poor integration of the two businesses.

This is perhaps the most difficult area of all, since it concerns cultural and human issues more than strategic and financial ones. If the acquiring management fails to take rapid action to reassure managers, employees and customers of the target, it can find the value of what it bought disappearing through its fingers.

"Speed and decisiveness in appointing the new organisation from the top down is the critical ingredient," says Jeremy Strachan, Glaxo's legal and corporate affairs director, who helped oversee the drug giant's \$9bn merger with Wellcome a year ago. Mr Strachan adds that by the time the takeover went unconditional, Glaxo had a clear plan for the new company's structure, a detailed timetable and a network of people to implement the integration. He says that the basic work was done in three months, during which time, expectation of change was high and people were at their most flexible.

"We moved rapidly even at the risk of making some mistakes. And we don't seem to have made any more mistakes than if we had taken twice as long," Mr Strachan adds.

Jobs market merry-go-round

Name	Moved from ...	To	Job description
Maurice Thompson	S.G. Warburg	Deutsche Morgan Grenfell	Head of investment banking
Michael Cohrs	S.G. Warburg	DMG	Head of equity capital markets
Edson Mitchell	Merrill Lynch	DMG	Head of global markets
Frank Quattrone	Morgan Stanley	DMG	Head of hi-tech banking group
David Haysey	S.G. Warburg	DMG	Head of European equities
Ian Waca	S.G. Warburg	DMG	Head of equity sales
Miko Gledroyc	S.G. Warburg	DMG	Head of European equity research
Guy Dawson	DMG	Merrill Lynch	Head of European corporate finance
Justin Dowley	DMG	Merrill Lynch	Head of UK corporate finance
Michael Phair	N.M. Rothschild	UBS	Telecoms banker
Anthony Fry	N.M. Rothschild	UBS	Media banker
Mark Seligman	SBC Warburg	Barclays de Zoete Wedd	Head of corporate finance
Philip Yates	SBC Warburg	Merrill Lynch	Managing director, corporate finance
Michael Tory	SBC Warburg	Morgan Stanley	Managing director, investment banking
Bruno Gabriele	Salomon Brothers	Lehman Brothers	Co-head of European investment banking
Thomas Marsoner	Salomon Brothers	Lehman Brothers	Head of financial institutions group
Mark Davis	Salomon Brothers	Chase Manhattan	Head of M&A
John Costas	CS First Boston	UBS	Head of US fixed income
Thomas Hanley	US First Boston	UBS	US Banks analyst
Richard Barrett	Salomon Brothers	UBS	Head of financial institutions

Movers and shakers: by Nicholas Denton

Spotlight falls on people

The merry-go-round of the jobs market has become more of a dizzying centrifuge

When Halifax Building Society switched to Deutsche Morgan Grenfell it thought it had finally found a settled adviser for its flotation. SBC Warburg, its former bank, had suffered from staff defections, but DMG was a poacher rather than a poachee.

So it seemed, but within a few days DMG itself had fallen victim to the head-hunters. One of its Halifax team left for Merrill Lynch.

The merry-go-round of the investment banking jobs market has become more of a dizzying centrifuge. Turnover in the jobs market has reached such a pitch that the head-hunters themselves are falling victim to the defections which they encourage with their telephone calls. Julian Sainty, the executive who has organised DMG's hiring spree, has quit Norman Broadbent to set up a rival recruitment agency.

What is happening is an acquisition spree, with a twist. Ambitious investment banks such as DMG, UBS and Merrill Lynch are buying out, not their competitors, but their rivals' staff.

By the end of this year, DMG will have spent £1.1bn hiring 400 professionals, and paying for the support staff and computer systems they need.

UBS is half way through an addition of 60 staff, in European corporate finance. And Merrill Lynch has lured Guy Dawson and Justin Dowley,

two leading UK corporate financiers, from DMG. At the same time, Edson Mitchell took about 50 employees the other way after leaving Merrill to be head of global markets at DMG.

Poaching is on the increase for two main reasons. First, commercial banks are attempting to break into the investment banking business as margins on corporate lending erode.

At the same time, there are few potential acquisition targets. "There is no one to acquire so they have to acquire people," says the head of European investment banking at a US investment bank.

In the UK, S.G. Warburg, Barings, Kleinwort Benson and Smith New Court fell last year. Schroders, Flemings, N.M. Rothschild and Lazard Brothers, the main remaining independents, are closely held. The US is equally lacking in credible acquisition possibilities.

An acquirer would have a hard time integrating the individualists of Salomon Brothers, Lehman Brothers managers, just two years after breaking out from American Express, give no indication of giving up the independence they so recently won.

An acquirer, after paying the \$8bn or so it would cost to acquire Lehman Brothers, would have to retain staff. SBC, after paying \$260m for Warburg's investment banking business, set aside \$60m worth of golden handcuffs to retain staff, and still lost key executives.

Martin Kohlhaussen, chairman of Commerzbank of Germany, spoke for many banks

with investment banking ambitions when he ruled out any immediate acquisitions: "At the moment, we know of no company suitable for takeover, at least not at an acceptable price," he said. "That means we will pursue further expansion in investment banking under our own steam."

The other cause of turbulence is last year's wave of acquisitions in the City of London, which have shaken loose some talented executives. SBC Warburg has shed 1,400 of the jobs that it had on its fusion and about 400 Smith New Court positions have gone.

Partnerships could enjoy a return to fashion

since the UK securities house was taken over by Merrill Lynch.

Many of these positions were in the back office, and many departures were encouraged. Nevertheless, seven out of 35 managing directors in SBC Warburg corporate finance have left since the merger. The departures of at least four executives - Derek Higgs, Mark Seligman, Michael Tory and Philip Yates - are regretted.

Other UK houses, apart from a recent spate of departures from N.M. Rothschild, have held together. But US investment bankers say the UK houses, which pay less than the market average, remain vulnerable to poaching by the new entrants.

"It is a real hurricane," says the head of one US investment banking operation in Europe. "With us, the door might crack, or the window might break. But if the European banks take key people from Fleming, Schroders or Lazard, the whole back wall goes in."

But the impact of the hiring offensives will be felt, not just by the smaller operators, but across the industry. For winning in the poaching battle is sometimes more costly than losing.

Frank Quattrone, the high-tech banker who left Morgan Stanley in a team move, is rumoured to be earning \$20m over three years at DMG. So is John Costas, who left CS First Boston to head UBS's effort in the US debt market.

And most investment banks are paying higher bonuses to key performers, partly to sharpen incentives, but also to stave off head-hunters.

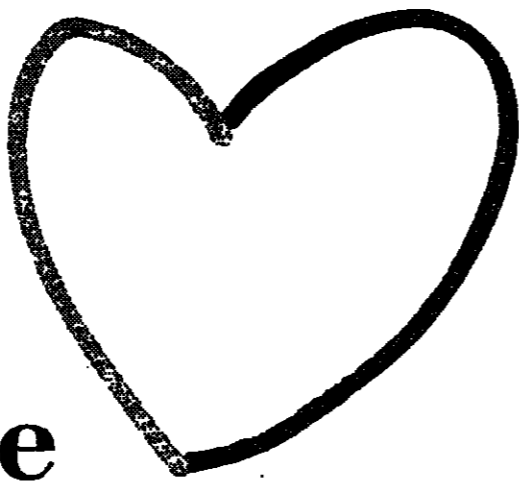
As a result, the earnings of employees account for an ever larger slice of revenues. At CS First Boston, one of the most generous employers, the annual bonus pool was twice the size of pre-tax profits last year.

With bonuses increasingly paid in the form of shares, employee ownership is growing. At Lehman Brothers, staff now own 16 per cent of the company.

As investment banks become more emphatically "people businesses", a seemingly old-fashioned form of organisation is looking more appropriate. It is the partnership. Already last year, Goldman Sachs partners voted against going public.

Partnerships, if they withstand the head-hunters better than their public rivals, could enjoy a return to fashion.

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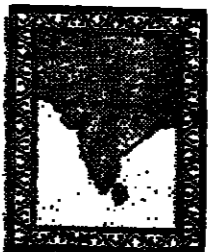
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US: by Maggie Urry

Pipelines are full of deals

Specialists believe that the fundamental trends driving M&A activity will continue

The surge in mergers and acquisitions activity in the US last year looks set to continue through 1996. Although the first quarter total of \$104bn worth of announced deals is 9 per cent below the average quarterly total for 1995, the second quarter got off to a strong start with the announcement of a number of deals, notably the \$50bn merger of Bell Atlantic and Nynex.

Michael Carr, co-head of M&A at Salomon Brothers, says "the first quarter felt a bit slower, but it picked up in March, and April was phenomenal".

Investment banks report full pipelines of deals and many M&A specialists believe that the fundamental trends within industries, such as consolidation, deregulation, globalisation and vertical integration, currently driving M&A activity will continue.

A common remark by investment bankers is that unlike the merger wave of the late 1980s, when deals were

dreamed up by financial engineers and then presented to companies, the activity being seen now is based on more genuine industrial considerations.

"The overarching dynamic [behind the deals] is there is so much pressure from Wall Street to grow earnings," says Mr Carr. After the cost-cutting of the early 1990s, he says, investors are pressing companies "to grow the top line".

Thus the stock market is friendly to deals, and "growth by acquisition is not only accepted, but rewarded", says Mr Carr.

These days, he notes, a bidder's share price, as well as a target's share price, is likely to rise on the announcement of a deal whereas in the past the aggressor often saw its share price fall.

Even so, Steve Blum, KPMG Peat Marwick's US national director of corporate finance, predicts, "most acquisitions fail to satisfy the buyer and I do not see that changing". However, he thinks the failure rate should be reduced as deals are increasingly driven by a desire for strategic focus and by the use of equity rather than debt to finance acquisitions.

Jack Levy, co-head of M&A at Merrill Lynch, says that chief executive officers of com-

panies are "growing more convinced that leadership positions and dominant market shares are a prerequisite for enduring profitability".

As a result they are re-arranging their portfolio of businesses, divesting the non-core activities and doing deals to increase their standing, whether in their domestic market or in markets around the world.

Investors are demanding that companies "enhance shareholder value" and that is putting pressure on chief executive officers to sharpen the focus of their business. "The stock market hammers un-focused companies" says Mr Blum.

He lists many examples of IT, the conglomerate which included insurance and hotels. AT&T, the large US telecommunications group, and the transformation under way at Westinghouse, which is crafting a broadcasting company from a conglomerate.

Indeed, the M&A tag put on this branch of investment banking might be renamed mergers, acquisitions and spin-offs, such as has been the popularity recently of the demerger, where investors in a company are "given" shares in a subsidiary business which then gains

a stock market quote. Mr Blum says that two-thirds of the transactions in each of the past three years have been divestments - either sales to other companies or management buy-out groups, or increasingly to shareholders.

Frederic Escherich, managing director at JP Morgan, has researched the effect of spin-offs on the price of both the parent and the departing subsidiary. He finds that both shares are likely to perform better as a result. Investors and analysts find focused companies easier to value, and the newly-quoted company attracts new coverage and interest from them and on average out-perform the market.

Cross-border deals are increasing as companies find they have reached maturity in the home market and need to expand internationally. US utility companies, for instance, have been actively looking to expand in the UK and Australia. Drug companies, which regard their industry as a global one, are also increasingly buying overseas, such as Hoechst of Germany purchasing Marion Merrell Dow in the US and Pharmacia of Sweden buying Upjohn, another US company.

Mr Blum says that in 1985

US domestic M&A transactions 1995*			
Rank	Adviser	Value (\$bn)	No of deals
1	Merrill Lynch	65,824.1	52
2	Morgan Stanley	50,386.3	32
3	Lazard Freres	48,760.7	23
4	Beir, Starnes	45,236.4	18
5	Salomon Brothers	33,473.0	22
6	Goldman Sachs	29,752.6	45
7	Lehman Brothers	22,836.8	27
8	J.P. Morgan	16,129.1	11
9	Wasserstein, Perella	10,164.3	2
10	Donaldson, Lufkin & Jenrette	8,254.6	26
11	Smith Barney	7,209.2	26
12	PalmerWebber	4,241.7	9
13	Montgomery Securities	4,076.2	11
14	CS First Boston/Credit Suisse	3,908.4	18
15	NorthWest Markets Group	3,768.6	6
16	Chase Manhattan	3,600.0	1
17	A.G. Edwards	3,423.9	2
18	Alex Brown	3,032.1	20
19	The Blackstone Group	2,765.2	3
20	Dillon, Read	1,724.9	4
21	Wheat First Butcher & Singer	1,631.0	5
22	Hellman & Friedman	1,498.0	1
23	Broadview Associates	1,359.5	20
24	Robertson Stephens	851.7	1
25	Unterberg Harris	821.3	1
Deals with adviser		166,170.1	422
Deals without adviser		35,468.9	2,538
Industry totals		201,640.0	100.0
			3,260

*Announced transactions from January 1, 1990 to April 24, 1996; completed, unconditional, partially completed, pending; intended; leaked deals based on rank value, excluding open market repurchases. Source: Securities Data Company

cash may be refinanced with equity at a later date.

Increasingly shares are being used in hostile takeovers in the US, Mr Blum says. Although hostile share-swaps bids have been common in the UK, the process of registering new shares with the Securities and Exchange Commission has deterred use of the device in the US. Mr Carr says hostile share bids only work in industries which are subject to regulation, such as banking and utilities. That is because the time it takes regulators to approve a merger gives a bidder long enough to register the new shares with the SEC. That makes using shares possible, such as in Wells Fargo's bid for First Interstate, or Western Resources' proposed takeover of Kansas City Power & Light.

What could burst the M&A bubble? Mr Levy says the activity depends on both CEO confidence and good economic conditions. "Both are necessary, neither by itself is sufficient," he says.

A stock market fall would undermine confidence while a weakening of economic conditions would cause the merger trend to lose momentum. Mr Blum says "in M&A the three most important factors are interest rates, interest rates and interest rates". A rise in the cost of money would make debt-financed deals more expensive and at the same time undermine the stock market and so make equity deals less likely as well.

US companies spent more buying overseas than non-US companies did, but so far this year the reverse has been true. Activity across the US-Canadian border has been high, perhaps as companies try to benefit from the arrival of the North American Free Trade Agreement.

As well as the "why" of doing deals, there is the "how". Here the main trend recently is towards using equity rather than debt to finance deals. In the 1980s many deals were leveraged - bidders would take on huge borrowings to pay for an acquisition and then sell businesses to repay the debt.

But now that bids are more likely to fill a strategic need, there is less likelihood that the target will be broken up after it is taken over. As stock markets around the world have risen, companies' shares have appreciated as an acquisition currency. Even deals which appear to be for

PROFILE: Merrill Lynch

Brokers join advice squad

May Day 1976 is a date etched in the memories of Wall Street stockbrokers. That was the day when fixed commissions ended in the US market. In the months that followed, commissions on institutional trades fell by 80 per cent.

"We had to find a new source of livelihood," recalls Herbert Allison, now executive vice-president at Merrill Lynch, and in charge of the bank's corporate and institutional business group.

In those days, Merrill was known as a "wirehouse". Essentially a retail stockbroker with offices throughout the US, but also with a sizeable institutional investor client base, its reputation was as a distributor of other firms' deals. Although it had been in investment banking since the 1820s, it was only after May Day that it decided to build up that side of its business.

Now, Mr Allison declares, Merrill is "the most global investment bank in the world today". Over the past 20 years, the firm has built its capabilities to the point where it is at or near the top of international league tables for underwriting and for mergers and acquisitions. It is advising Bell Atlantic in the \$50bn merger with Nynex announced last month and has won senior roles in many telecommunications privatisations.

Last year's \$800m acquisition of Smith New Court, one of the leading London stockbroking firms, the hiring of a number of top investment bankers in the UK and this year's purchase of FG, a Spanish broker, have given Merrill a strong European platform.

Back in the 1970s, the strategy was based on building expertise in product areas and on "climbing the yield curve", as Mr Allison calls it. Starting from the shortest term debt instruments, it worked its way through the maturity spectrum until, by the late 1980s, it had become a leading underwriter of debt and equity around the world.

In the 1990s, Mr Allison recounts, the strategy changed to the current one of focusing on clients and aiming to meet their needs across the range of products. The firm's aim is to help clients enhance shareholder value by whatever route is necessary. Clients' needs are constantly changing, Mr Allison adds, and they want investment bankers who can provide a full range of services. Under this strategy, Merrill divides its investment bankers into industry groups, following sectors such as telecommunications and media, financial institutions, technology, utilities, healthcare and chemicals. The idea is that a team will have all the skills needed to execute business, but will also develop an understanding of a particular industry.

Don Bayly, co-head of investment banking, says

Merrill wants to be its clients' advisers, not just the transactors of a deal. He argues that knowledge of clients' industries aids the consultative process: "We can view problems from their perspective and help with solutions." That should mean Merrill's fee-based advisory work will increase in relation to commission-based transactions, a strategy many investment banks are adopting in an attempt to make the nature of their revenues less volatile.

Buying Smith New Court, Mr Bayly says, was a "critical move" for Merrill. The firm had been taking the same approach in the UK as other US investment banks, such as Goldman Sachs and Morgan Stanley, gradually expanding the corporate finance business and focusing on cross-border M&A. "We then decided we wanted to leapfrog the competition," Mr Bayly continues. "Smith New Court has allowed us to do that".

Although Smith New Court did not have a sizeable corporate finance arm, it was strong in equity research, sales and trading - echoing Merrill's wirehouse background. Research and distribution are regarded by many as an essential adjunct to a corporate finance business.

Kevan Watts, head of investment banking in Europe, says the decision to buy a UK firm was sparked by the takeover of SG Warburg, once the pre-eminent UK merchant bank, by Swiss Bank Corporation. That signalled a change in the competitive environment in the UK advisory market, allowing an entrée for foreign-owned banks. It also persuaded a number of investment bankers to consider working for a non-UK bank. As a result, Merrill decided to expand into the UK domestic M&A market, but realised it could not do so quickly without acquiring the equity expertise that a firm such as Smith New Court could bring.

Since taking over Smith New Court, Merrill has hired some senior British investment bankers, including Guy Dawson and Justin Dowley, from Deutsche Morgan Grenfell, and Philip Yates, who joined from SBC Warburg.

The Smith New Court deal acted as a magnet both for clients and for bankers, and since it was completed late last summer Merrill has won mandates it could not have hoped to get before. It will be the lead broker in the flotation of the Halifax Building Society, which is converting into a bank, and one of the top three banks involved in the privatisation of Railtrack.

Mr Allison says that Merrill has "made extraordinary progress over the last 20 years". But he still sees opportunities to grow further.

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4 INTERNATIONAL CORPORATE FINANCE

PROFILE: Barclays de Zoete Wedd

Getting its act together

What do you get when you take three of the oldest names in the London financial markets and mix them together? The answer, in the case of Barclays Bank, stockbroker de Zoete & Bevan and stock jobber Wedd Darlacher, may be a very long wait.

Although Barclays de Zoete Wedd, or plain BZW as it is now known, established strong and even dominant positions in many of the markets in which it was active, even its most vociferous internal cheerleaders admitted, if pressed, that the combination had failed to live up to the full potential of an integrated corporate and investment bank and broker.

Since 1994, however, BZW has restructured its business and pared down its customer list. To its strength as probably the leading equity market maker, with some 15 per cent of the London market, it has added a reinforced corporate finance advisory department - long regarded by rivals as a weak link - and a £200bn fund management arm with the acquisition of the quantitative specialist manager Wells Fargo Nikko.

have become part of international groupings," said Sir Peter Middleton, the group's chairman.

An important step in establishing the corporate finance division was the recruitment from S.G. Warburg last summer, after its takeover by Swiss Bank Corporation, of Mark Seligman and a number of other specialists.

Mr Seligman is now joint chief executive - one of more than a dozen with that title in BZW's status-conscious organisation chart - of corporate finance, alongside Richard Gillingwater and under Graham Pimlott, who is chief executive of merchant banking.

joint adviser with Merrill Lynch to General Public Utilities of New Jersey and Cnergy of Cincinnati in their joint £1.7bn bid for the UK's Midlands Electricity, and also provided half of the debt finance for the bid.

"Major corporations want a house that can deliver a service from corporate broking through advisory to execution in debt or equity, using its own balance sheet," Mr Seligman says.



Mark Seligman: BZW's ownership by Barclays Bank is a bonus

walked here. At the same time as boasting about the ability to put its balance sheet to work for a client, Barclays is also sealing back its corporate lending, which rarely if ever provides the sort of return on the economic capital devoted to it that the bank seeks.

BZW's total loans and advances to customers have, in fact, dropped from \$9.7bn at the end of 1993 to \$8.4bn at the end of last year.

That has meant dropping corporate customers whose only real relationship with the bank was as borrowers at razor thin margins. In the US, BZW has cut back from around 900 customers - most of them through loan syndications - to around 180; in Europe, it has pruned a customer list of around 900 to some 100 core relationships.

at all, but where you have a full house - where you are the merchant bank, the bond house, the corporate broker and all the rest - you will make significantly more, so you don't mind putting up your capital," says one senior BZW executive.

Nevertheless, BZW prefers to act as arranger for loans, and aims to keep much less of each loan than in days gone by on its own books.

Where companies used to strike a bank off their list for issuing a covered warrant on their shares, today they are much less sensitive. Almost all will allow transferability clauses in loan documentation, and relatively few corporate treasurers still believe that the only way a bank can demonstrate its commitment is by holding a large chunk of their debt, BZW executives say.

George Graham

Europe: by Nicholas Denton and Michael Lindemann

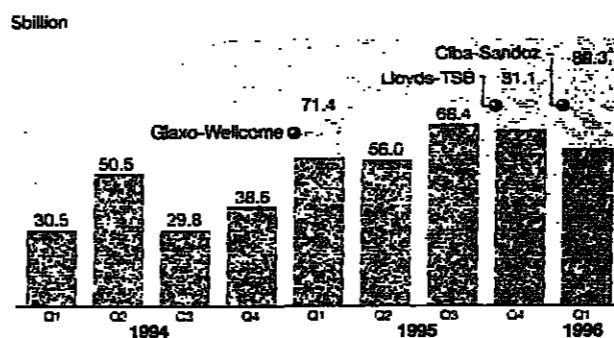
Continental drift expected

This year may mark the peak of the M&A cycle in the UK, but there is still much activity

UK financial advisers - league table

Rank	1995 points	1996 points
1	SBC Warburg	128.5
2	J. Henry Schroder Wagg	108.5
3	Morgan Grenfell	98.5
4	Kleinwort Benson Group	98.5
5	NM Rothschild	88.5
6	Somuel Montagu	85.0
7	Lazard Brothers	81.0
8	Baring Brothers	80.5
9	Hambros Bank	82.5
10	Barclays de Zoete Wedd	61.0
11	Robert Fleming	57.5
12	NatWest Markets Corporate Finance	55.0
13	Hill Samuel Bank	48.5
14	Greig, Middleton	47.0
15	Charterhouse Bank	45.0

Total European M&A volume



outflow of cash as it went on its acquisition spree last year, according to an SBC Warburg study.

Investment bankers are therefore pinning their hopes on the restructuring of continental European conglomerates. In Sweden, the Wallenberg holding companies are shedding some subsidiaries and firming their grip on others. Incentive has sold Hasselblad, the camera maker, and SEU, the electricity utility investor, the other Wallenberg umbrella company, has floated 50 per cent of Scania, the truck maker. But it is above all to Germany that investment bankers are looking, and to its huge industrial conglomerates such as Hoechst, Daimler-Benz and Siemens.

Germany offers opportunity for advisers because the Anglo-Saxon notion of shareholder value has taken root, at least in the rhetoric of management. For those executives who truly put shareholders first, the dismantling of the over-extended empires of their predecessors is an inevitable conclusion. For the market capitalisation of many of Germany's *Konzerns* - its sprawling conglomerates - is that is

considerably less than the sum of their parts.

A member of the management board at Veba, the electricity-based conglomerate, recently admitted that the group's worth could be up to 40 per cent higher but for the so-called conglomerate discount.

Thyssen, long a byword for steel and engineering in Germany, has similarly been told by analysts that it is labouring under a discount of about DM1bn on a market capitalisation of DM9bn.

corporate Germany is already beginning. For instance, Veba has spun off its high-tech subsidiary in the US; Mannesmann has divested its process controls business - Hartmann & Braun - to the Italian-controlled Eisag-Bailey; and Hoechst has shed its Schwarzkopf shampoos business.

In a sign of its new ethos, Hoechst promoted its chief financial officer, Jürgen Dormann, to the post of chief executive. That, above all, has convinced Walter Gubert, head of JP Morgan in Europe, that the change is deep and irreversible.

"Germany is a country that has traditionally been run by engineers and technologists," says Mr Gubert. "Now at Hoechst someone is running the company for shareholder value. That is a revolutionary development."

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League tables: by Nicholas Denton

Jostling for a top table spot

For all the flaws in the listings system, there are few better available measures of performance

Philip Healey is a living embodiment of the power of league tables. Until 1984, he worked in the world of newsletters, rising to edit the quarterly M&A magazine of the Financial Times. Then, with his wife Susan, he set up a little business in Tunbridge Wells, the archetypal commuter town outside London.

They kept track of mergers and acquisitions, and worked out which investment banks had advised on the most deals. When he can spare the time, Mr Healey now lunches with the heads of investment banks in London. They advertise in *Acquisitions Monthly*, the magazine produced by Mr Healey. Merrill Lynch has sponsored conferences organised by the group. Almost all large houses pay £18,000 for access to Amdata, a database of deals. Investment banks feel obliged to cultivate *Acquisitions Monthly*, and other league table compilers such as IFR, Securities Data, despite all their criticisms.

There are many criticisms. Some are technical. *Acquisitions Monthly*, in an attempt to beat Securities Data to the post with the year-end table, closes to new deals early in December. *Acquisitions Monthly's* main European league table covers only cross-border M&A, which misses out important transactions such as the mergers of Sandoz and Ciba-Geigy and Glaxo and Wellcome. Securities Data provides three different ways of looking at European activity, which can be confusing.

Completed European target rank

Adviser	Value (\$ billion)
1 JP Morgan	16,291
2 UBS	12,881
3 SBC Warburg	11,808
4 Morgan Stanley	11,748
5 Lazard House	11,682
6 CS First Boston/Credit Suisse	10,848
7 BZW Barclays PLC	8,130
8 ABN Amro Hoare Govett	7,887
9 Goldman Sachs	5,730
10 Deutsche Morgan Grenfell	5,532

Source: Securities Data Company

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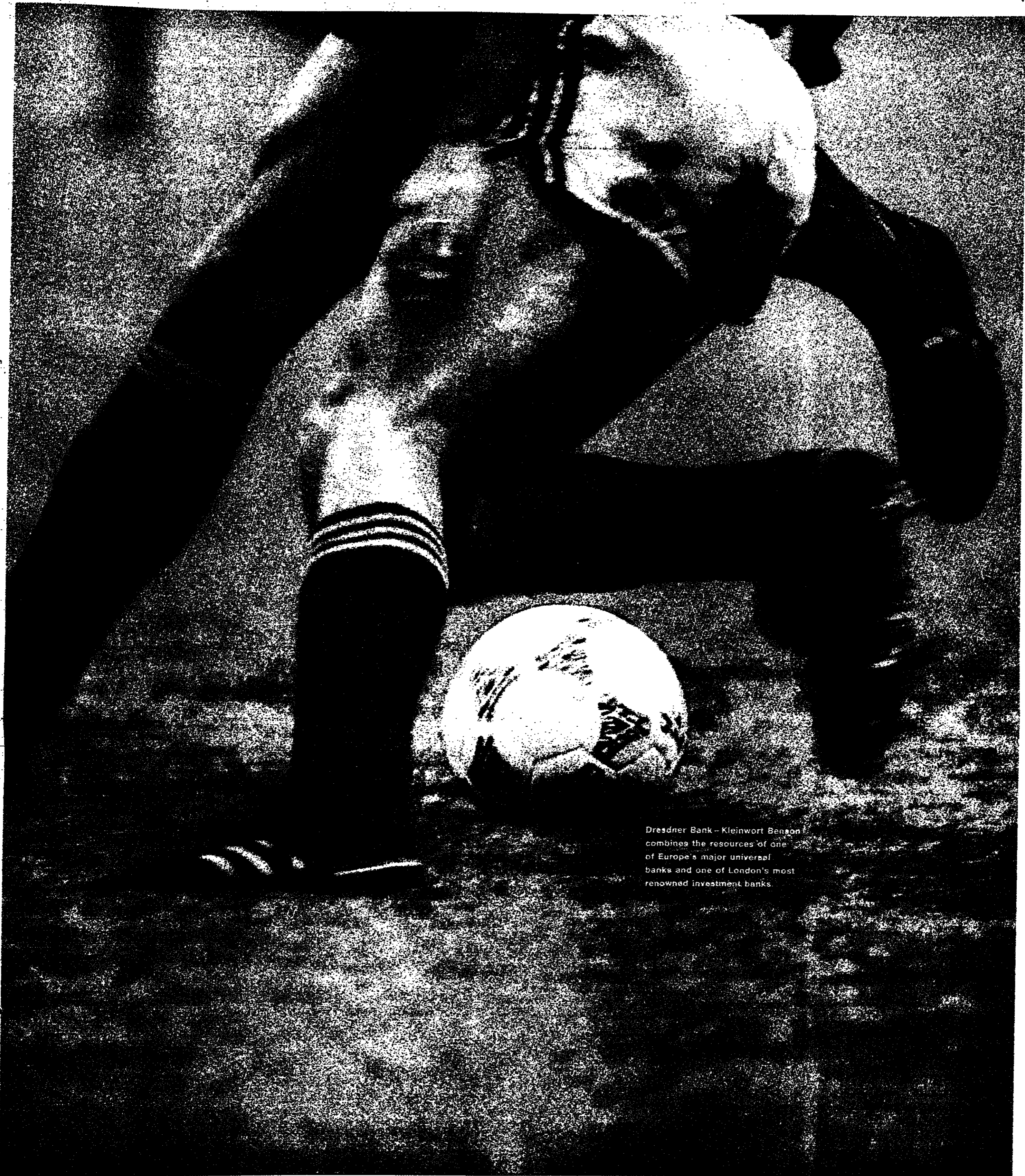
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INTERNATIONAL CORPORATE FINANCE 7

Equity finance by Antonia Sharpe

British tradition lives on

UK financiers believe that smooth sub-underwriting is the key to a successful takeover

US investment banks have had considerable success in imposing their way of doing things on European equity capital markets - notably the widespread adoption of the "book-building" process for international equity offerings - but the resurgence in M&A activity in the UK over the past year shows that the quintessentially British tradition of underwriting equity financings is as strong as ever.

The most significant equity underwriting in this period was for Granada, the leisure and television group, which made a hostile but successful bid for Forte, the hotel and catering company.

The £1.8bn of new equity capital needed to finance the £3.8bn final offer was provided mainly by BZW, the investment banking arm of Barclays Bank, and ABN-Amro Hoare Govett, the corporate broking arm of the Dutch bank, which underwrote 42.5 per cent each, while Lazard Brothers took up the remaining 15 per cent.

The scale of the operation - the largest share issue underwritten for cash in any bid since Big Bang in 1986 - not only enhanced the reputations of the banks involved as institutions which were prepared to use their balance sheets to help their clients (the two banks had also provided two-thirds of a £2.5bn loan) but it also highlighted the benefits to clients of "integrated" banking services.

But although the media spotlight fell on the banks, the real risk-takers were the UK institutions which had been called

upon to "sub-underwrite" the cash underpinning. Within hours of Granada announcing the bid for Forte, BZW and Hoare Govett had used their powerful equity distribution networks to lay off their risk to more than 300 institutions.

UK institutions, unlike their counterparts in the US, are experienced sub-underwriters, a function which can considerably enhance their return on funds. They are paid an initial fee of some 1% per cent plus additional fees as the offer period progresses.

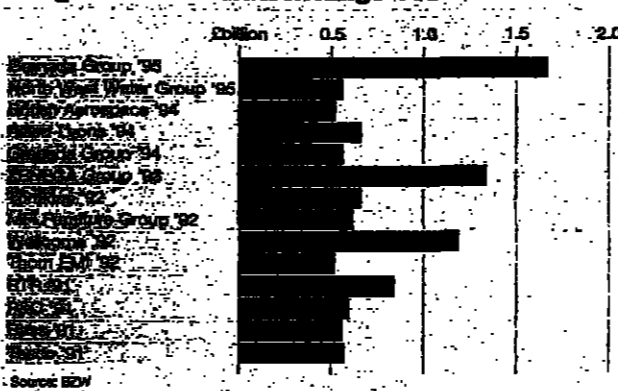
In the eyes of some observers, sub-underwriting in many cases is "money for old rope" since the institutions will have to take on the new equity anyway to prevent their existing shareholdings from being diluted. In addition, they are only called upon to take up the shares if investors elect for cash rather than shares in a bid situation. Historically, the

proportion of those going for the cash alternative is not that high.

Nevertheless, UK corporate financiers maintain that smooth sub-underwriting is the key to a successful takeover. They have to take care to place the sub-underwriting risk with institutions which want to hold the stock so that there is no drag on the share price of the bidding company. "Here lies the success of underwriting to a bidder," says Nigel Mills, managing director of UK corporate finance at ABN-Amro Hoare Govett.

The price certainty of the sub-underwriting method allows the predator to concentrate on presenting its investment case to the market. In the case of Rentokil's takeover of BET, the underwriting of the £1.4bn cash underpinning the offer was so effective that Rentokil's share price rose, which meant that the final offer was under-

Large UK cash underwritings 1990-1995



written at a higher price.

Given the high level of secrecy necessary in M&A situations, particularly if they are hostile, and the tradition in the UK of having the financing in place before making a bid, the underwriting method is set to remain an integral tool in this field. The alternative - book-building - would, through its more open "price-discovery" process, give the game away and leave the share price of the

bidding company vulnerable to arbitrageurs.

However, the practice of underwriting and sub-underwriting more straightforward equity-raising exercises, namely rights issues, could be weakened as a result of the increasing competition in investment banking. US banks maintain that using the book-building method to raise equity is cheaper for companies because it enables them to

issue the new shares at or close to the market price.

By contrast, the traditional UK rights issue formula obliges companies to sell the new shares at a discount of between 12 and 15 per cent to the market price because of the existence of "pre-emption" rights. This age-old principle, enshrined in British company law, gives existing shareholders the right to be offered the new shares first.

Some banks are attempting to reduce the impact of pre-emption rights on equity financings by promoting vendor placings. The difference would be that existing shareholders would have the right to subscribe an amount in proportion to their holding as opposed to a number of shares at a discount to the prevailing share price.

While bankers agree that the removal of pre-emption rights would lower the cost of equity financing for large companies, in their view it would make it significantly more difficult and costly for middle- to small-sized companies or for companies in trouble.

It remains to be seen, how-

ever, if a big company is willing to become the first to attempt to raise equity on this basis. The merits of pre-emption rights have been the subject of debate since before Big Bang but because institutions jealously guard their rights, and a change of law is necessary to remove them, any hopes of their early demise are unlikely to materialise.

However, one can expect some erosion of the underwriting commissions charged by banks which will have an impact on the sub-underwriting commissions earned by institutions. UK companies are charged fees of 2 per cent of the value of the capital raised, regardless of the quality of the issuer or market conditions.

The UK's Office of Fair Trading is attempting to break this system of fixed commissions which banks charge companies for raising money on the stock market, a system which it believes results in companies being significantly overcharged. It will decide by the autumn whether to refer the matter to the Monopolies and Mergers Commission.

The role of accountants by Jim Kelly

Still in the junior league

While the role of banks is unmatched, accountants have found a gap in the market

The Big Six accountancy firms are under increasing pressure to find new sources of income as traditional cash flows from auditing and insolvency tighten. Most firms now hope to increase their share of the corporate finance market.

But claims of a significant breakthrough in this area should be viewed with caution. The track record of the big merchant and investment banks is unmatched and they alone have the resources to underwrite the big deals. Until accountants can find a way of calling on similar financial muscle they are always going to be in the second league.

"We are playing an increasing role but the banks have a huge track record. They alone can put their money where their mouths are," says John Harley, head of M&A Europe, for Price Waterhouse, the Big

Six accountancy firm. But the junior league is a lucrative one nonetheless, and an expanding one. When the firms began looking at the market in the mid-1980s deals at around £10m made headlines. Today the deals are touching £100m.

In truth, the size of the deals is not crucial to most of the firms. Rather, it is the fact that they can begin to offer some clients a range of services unimaginable a decade ago. This further excursion into the world of the all-round business adviser makes the market very attractive.

The league table of corporate finance by the value of deal, compiled by Acquisitions Monthly, puts Ernst & Young as the highest placed accountancy firm in 1995 at 18th on £1.9bn with Baring Brothers, by comparison, first with £19.5bn. Only one other firm, KPMG, makes the top 20.

But Mr Harley points to European adviser rankings compiled by Securities Data Company which shows in 1995 that KPMG and Price Waterhouse held the top spots by the

number of deals - with 136 and 118. SBC Warburg was third with 109 deals - but at a value of £32bn compared to Price Waterhouse's £3.4bn and KPMG's £2.4bn.

Richard Stone, of Coopers & Lybrand, believes acquisitions of merchant banks by commercial banks in recent years has resulted in an increasing focus on the Portme 500 client - leaving a gap for the large accountancy firms. He believes Coopers can service the middle market, and companies with a turnover of up to £300m.

Progress in the market is dependent on international links between the national firms. With differing regulations, business cultures, and stages of development, the challenge is to provide clients with cross-border services of a standard quality. But Mr Stone believes the problems can be overcome: "I would have hoped corporate finance business within five years could provide 12-15 per cent of revenues," he says. What is more, they will be providing profitable revenues with a high value added content for

the client. Neil Lerner, head of corporate finance at KPMG, says it is the firm's achievable target to be the adviser of first choice to companies up to a £250m capitalisation. He says the accountants have moved into a market deserted by the big houses. "This has left a vacuum. Accountancy firms have more credibility and capability in this area than traditional merchant banks," Mr Harley adds. "Second and third tier banks and stockbrokers are losing market share to us."

The distinguishing feature of the big accountancy firms is their presence, in numbers, on the ground. This has been a factor behind the increase in market share in the provincial UK market as the merchant banks pulled out of centres such as Leeds, Newcastle, Southampton, Birmingham, and Manchester. UK staff of the Big Six firms approaches 30,000 in more than 150 offices.

They have a similar advantage in emerging markets where all the Big Six have invested heavily. "We see this

European adviser rankings by number of deals (1995)

Table with 3 columns: Rank, Adviser, No of deals. Lists top 24 advisers including KPMG, Price Waterhouse, SBC Warburg, etc.

*Deals completed or unconditional, excluding split-offs and spin-offs. Source: Securities Data Company

as a global business - the Big Six have offices in these countries, contacts on the ground, and thus better coverage than the investment and merchant banks," says Mr Harley.

The range of services offered by the Big Six has consistently increased. Early breakthroughs into the market were centred on management buy-outs and privatisation work - with Coopers & Lybrand picking up the significant work associated with the privatisation of British Telecom.

Mr Lerner points to continuing breakthroughs in corporate finance for accountants. Due to changes in professional rules the firms can now sponsor companies - or handle new issues. KPMG claims to be the first to grasp the opportunity with its sponsorship of Rubicon's takeover of Calder Group. Accountants have also taken the opportunity to sponsor, or to nominate, several companies on the new UK Alternative Investment Market or AIM.

"But the City will only wake up when accountants bring a new issue of a manufacturing, or good service company, to the market successfully," says Mr Lerner - and that is still in the future. "We are not worried about being first. The first one will do us all a favour."

Mr Lerner sees several advantages for clients in using KPMG before a merchant

bank. While clients increasingly come from outside an existing audit base the firms nevertheless have a unique insight into a business. Mr Lerner says KPMG is targeting possible floatation candidates now for two or three years down the line.

There is also a culture factor. Mr Lerner believes many companies are put off by the "marble halls" image of the merchant banks and see accountants providing more down-to-earth services at a better price - and the high-profile of the work means there is little chance of a firm "low-balling" on price to simply get the work.

Above all, accountancy firms see themselves as having an edge in providing advice independently of a deal - insinuating at the very least that some clients suspect the merchant banks of being interested in any deal which will bring them fees. The merchant banks strongly deny any such motives. While there is undoubtedly fierce competition between the firms and the banks they ultimately work together more often than apart - especially on the bigger deals. Open warfare is in no one's interests.



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8 INTERNATIONAL CORPORATE FINANCE

The individual still counts

Investment bankers are less colourful than they once were. There are few stars and even fewer who would proclaim themselves as such. Investment banks tend to be cautious about putting executives in the public eye. It complicates their internal politics, and creates the impression that the business is dependent on a few individuals.

Old-timers complain that the advisory business has been taken

over by technicians. As more and more deals are within industries, so expertise in the economics of a particular sector commands a premium. While the archetypal dealmaker of the 1980s would have known the key corporate raiders and the tricks of financial leverage, the industry specialist of the 1990s must think like an executive of the clients he or she represents.

But the decline of the individual

can be overstated. Investment banks still need to promote their leading executives so that potential clients will be impressed. Those institutions seeking to break into investment banking – the ultimate people business – have tended more often to buy people than businesses. Individuals still count, and some of them are profiled on this page.

Eduardo Mestre/Salomon Brothers and Brian Finn/CS First Boston

It's the bank, not the adviser

Eduardo Mestre, co-head of Salomon Brothers' investment banking division, advances an argument commonly heard from New York investment bankers. These days, he says, it is the name of the bank, not the individual adviser, that carries the most weight.

"We're all trying to institutionalise our businesses. The [individual] dealmaker does not matter so much anymore," he says, showing discomfort at being pushed into the limelight personally. Perhaps, but it is also the track record and contacts of individual dealmakers that bring in the business.

A Harvard-trained lawyer, Mr Mestre has made his name in the telecommunications

industry. His association with the sector started early. In 1982, he was part of the team that advised on the break-up of AT&T – an assignment that was followed by five years running Salomon's telecommunications group. Since then, Mr Mestre has advised

all seven of the Baby Bells, along with AT&T and GTE. The Cuban-born banker says he now does "two or three deals a year", and spends half his time helping run Salomon's investment banking operations.

That has included advising Pacific Telesis on its merger with Southwestern Bell, the first of the deals likely to transform the US's local telephone companies.

At 47, Mr Mestre looks positively elderly compared to the new generation of bankers which has risen to prominence on the 1990s' takeover wave. It is not surprising that he finds virtue in age: "I think you're going to find an ageing of the investment banking community. That's what the clients want – people who have been around a while," he says.

He attributes his staying power in part to a disciplined approach to work which sees him seldom work at weekends. He spends much of his free time out of the city, with his family. "If you take time off, you don't burn out," he says.

"I look at some of the younger guys and I wonder about them sometimes."



Eduardo Mestre made his name in the telecommunications industry

Affable with a naturally low-key style



Brian Finn: "In my world, there's no benefit to being young"

Brian Finn has just turned 35 – something of a relief, it seems. "In my world, there's no benefit to being young," says the co-head of mergers and acquisitions at CS First Boston.

An affable man who professes a naturally "low-key" style, Mr Finn can counter any concerns about his youth with a surprisingly extensive resume. He points to some \$300bn worth of transactions he has worked on in the 14 years he has been at bank.

They include, recently, advising Seagram on its acquisition of MCA and International Business Machines on its rare hostile bid for Lotus. His experience stretches back before the 1980s' takeover boom, when Mr Finn learned the trade at the feet of former First Boston "stars" Bruce Wasserstein and Joseph Perella.

That history of deal making at First Boston is one of the main reasons that the Swiss-owned bank remains in the front ranks of M&A advisers, Mr Finn adds.

"There's a franchise that is clearly above and beyond the humans," he says. "The humans may not like it that way, but the brands and the franchises carry on."

That emphasis on the bank, rather than on the individual, and the understated style, fit with what Mr Finn says has been "something of an anti-star backlash" among Wall Street's customers.

Unlike most members of the new generation of advisers, Mr Finn is not an industry specialist. Besides Seagram and IBM, recent clients have included WR Grace and Praxair. If there is any particular type of deal in which he specialises, it is the corporate spin-off and restructuring. That has included, most recently, advising Baxter International on its split into two companies, and the creation of separate classes of stock for the giant cable TV operator TCI.

Richard Waters

Simon Borrows/Baring Brothers

An enthusiasm for organisation

There was a time when corporate financiers who could, did deals; and those who could not became managers. And at Baring Brothers, the quintessentially English merchant bank, the disdain for administrators was particularly strong.

That is why Simon Borrows is exceptional. For Mr Borrows, although he works with clients such as Whitbread, reserves his particular enthusiasm for organisation. "I am stimulated by the management role. I think it is what most corporate finance departments had lacked," he says.

And it is an aptitude which has won him promotion, at the age of 37, to joint head of corporate finance, alongside Charles Irby. He has also gained a seat on the global management committee which has run Barings since it was taken over last year by Internationale Nederlanden Groep, the Dutch bank.

Unusually for a UK corporate financier, Mr Borrows has a management education. He

took an MBA course at the London Business School after reading law at the University of London.

He joined Morgan Grenfell in 1985 when the house was the premier takeover adviser and M&A activity was booming. "In those days, people were pleased if we would act for

them," Mr Borrows recalls. In 1988, after the scandal surrounding the takeover of Distillers by Guinness, Morgan Grenfell's client, Mr Borrows left for Barings.

He worked with clients such as Whitbread, M&G and St. but came into his own when Barings lost \$230m on Far East derivatives markets and collapsed.

Colleagues credit Mr Borrows, among others, for holding the corporate finance department together through the turmoil.

It continued to work on Wellcome's defence against the bid by Glaxo. Not a single director abandoned the team, and only one significant client.

As well as providing an opportunity for Mr Borrows to demonstrate his resolve, the collapse, like a war, accelerated the rise of junior officers. Mr Borrows was due in any case to become joint head of the department. But younger executives were no longer in the shadow of Andrew Tuckey, the power in the corporate

finance department and deputy chairman of the group, who had to resign. In the turmoil, influence shifted to younger executives such as James Lupton, Barings' star deal maker, and Mr Borrows.

An admirer of Goldman Sachs's marketing prowess, he has borrowed heavily from the strategy and organisation of the US investment banks. The specialist corporate financier, allocated to one of 10 "industry groups", has become more common than the traditional generalists of UK corporate finance. Directors have priority marketing lists of clients and are scored, not just for the deals they do, but for the relationship they have developed with a target company.

For Baring Brothers, where performance was judged by instinct as much as anything else, this scientific management is all a bit rigorous. Mr Borrows reforms might have even been traumatic but for last year's cataclysm. For all its damage, it has softened up the organisation for change.



Simon Borrows: "I am stimulated by the management role"

Walter Gubert/JP Morgan

The ultimate European

There are few better embodiments of JP Morgan's European credentials than Walter Gubert, the head of the US bank's business in the region. Mr Gubert, 48, is the ultimate European. Brought up in the Trentino, the Italian region that abuts Austria, Mr Gubert is a mixture. His mother tongue is German. His nationality Italian, and he was educated at Insead in France, where he took an MBA.

His position backs JP Morgan's claim to be the most European of the US banks. It has had a Paris office for more than a century.

"We are part of the fabric," Mr Gubert says. And Europeans are part of JP Morgan's fabric. A UK national, Dennis Weatherstone, was group chairman before the present holder, Sandy Warner.

But JP Morgan, for all its European connections, was primarily a commercial bank in the region until a decade ago. As JP Morgan has turned itself into an investment bank competing with the likes of Goldman Sachs, it has been Mr



Walter Gubert: German, Italian and French credentials

Gubert's job to achieve that transformation in Europe.

After running capital markets in New York in the early 1980s, he returned to London and took charge of the bank's embryonic advisory business in 1989. Building that has been a slog.

The bank had to develop expertise in particular sectors, partly because it believed that is what clients wanted and partly because it had little else to show.

"We didn't talk about our track record because we did not have one," says Mr Gubert. And Alcazar, the proposed European airlines alliance which was a personal and time-consuming project, was stillborn.

But in the past two years, most competitors concede, JP Morgan has broken through in M&A in Europe. Terry Eccles, the head of the financial institutions group, has dominated the transformation of the building society sector in the UK. And, in a deal at the heart of the Swiss business establishment, JP Morgan advised Ciba-

attends the monthly "house arrest" meetings attendance at which is compulsory for the top 12 executives of the bank. But he is not there yet. JP Morgan has set a target of a further doubling of underlying European revenues by 2000.

George Feiger/SBC Warburg

Academic with a cutting edge

There is no doubt that George Feiger, head of investment banking at SBC Warburg, knows about the theory of integration. Until Marcel Ospel brought him in to organise the fusion of SBC's investment banking business with S.G. Warburg, Mr Feiger was an academic and management consultant.

An eerily youthful 46-year-old, he was brought up in Australia, but took his PhD in economics at Harvard University, remaining there as a junior fellow. A subsequent stint as a professor of finance at Stanford University's business school helped him produce one of the leading textbooks on international finance.

A move into management consultancy in 1981 brought Mr Feiger closer to the actual business of investment banking. As a director of McKinsey, based in London, Mr Feiger

helped financial institutions develop their strategies. But Mr Feiger, semi-detached from the clients he often worked for, could still afford to question their penchant for acquisitions. A popular conference speaker, he led off with slides showing that target company shareholders benefited massively from acquisitions, and the bidder barely at all.

He began working in December 1984 on a strategy for SBC which led to the acquisition of S.G. Warburg for \$260m in June 1995. Marcel Ospel, who became chief executive of SBC Warburg, was so impressed that he took him on to the payroll to implement the merger and then to head investment banking.

The integration of SBC and Warburg, and the cutting of 1,400 jobs, was done by the management consultant's textbook: quickly and decisively.

But some former colleagues say that a big crunch, while fine in theory, has damaged the delicate egos of the corporate finance department. SBC Warburg has lost leading deal-

makers such as Mark Seligman, Michael Tory and Philip Yates.

SBC executives have said they underestimated the tensions within Warburg's corporate finance department before the takeover. And Mr Feiger concedes he would have, with the benefit of hindsight, done some things differently.

But he makes no apologies for the speed of the fusion. "It is one of the most passionate and articulate exponents of the thesis that only the largest investment banks will make money in a rapidly consolidating industry."

"We are still playing catch-up with the leaders among US bulge bracket firms," he says. "We are on a treadmill here. What we can't do is to stay in one place."

Nicholas Denton

According to Mr Parr, the perception that Wall Street is now run by technicians is due largely to a change in style. "There was more bravado in the 1980s," he says. "The macho posturing seemed to be effective" at the time.

While he admits friends ask whether he is too much of a specialist to become president of a bank, he adds: "I'm perfectly happy doing what I'm doing."

Richard Waters

Gary Parr/Morgan Stanley

Specialist par excellence

The industry specialist par excellence. Gary Parr has been advising insurance companies for the past 12 years. The Morgan Stanley banker's addiction to insurance began early: his first job was at Cigna, the Philadelphia-based insurer, working on strategic investments by the company in other insurers. Since then, through positions with First Boston and Wasserstein Perella, he has

earned a reputation as the leading adviser on the consolidation and restructuring under way in the US insurance industry.

Mr Parr's career has closely tracked that of Joseph Perella. After advising Farmers on its unsuccessful defence against BAT, he left First Boston in 1989 to join Wasserstein Perella, the investment bank set up by his former bosses Mr Perella and Bruce Wasserstein.

Then, in 1994, he moved to Morgan Stanley, again following a move by Mr Perella. Of his defection to Morgan Stanley, he says he was drawn by the bank's high-quality reputation and by the prospect of working at a bigger institution.

"Investment banks are going to be pro-

viding a broader range of services," says Mr Parr, and will have to be bigger to compete. Though advisory work will remain the core of his insurance industry business, it will also include working on restructurings, derivatives and asset and liability management, as well as handling asset securitisations, he says.

Mr Parr, 39, tries to counter a perception that Wall Street's new breed of little-known specialists is what he terms "dullards toiling away in the mines"; rather, "the takeover business relies as much as ever on creative thinking".

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Richard Waters



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Handwritten text in Arabic script: "هذا من الامارات"

Ch. 1/10/50

Adding to our Stock... BENTLEY & CO

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FINANCIAL TIMES COMPANIES & MARKETS

Wednesday May 22 1996

INSIDE

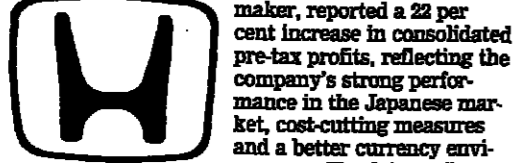
Lufthansa seeks to save DM1bn

Lufthansa, the German national airline, plans to cut operating costs by more than DM1bn (\$651.6m) in the next five years...

CIP in investment company takeover... Banque Nationale de Paris announced a takeover of Compagnie d'Investissements de Paris...

CompuServe plumps for Internet standards... CompuServe, the large computer online information service, has announced plans to phase out its proprietary software in favour of Internet standards.

Honda surges in strong home market... Honda, the Japanese vehicle maker, reported a 22 per cent increase in consolidated pre-tax profits...



Japan's general traders see profits soar... Japan's leading general traders, diversified bell-wethers of the industrial economy, reported their fastest annual profit growth for six years...

Allied Domecq sells Continental... Allied Domecq, the UK spirits and retailing group, said it had almost completed its withdrawal from food manufacturing after agreeing to sell its Continental Baking unit to Hilldown Holdings for \$48m (\$74.5m).

Acorn surfs into network computers... Acorn Computer, the UK technology group which pioneered educational computing in Britain with the BBC Micro, plans to become one of the first companies to ship a network computer...

Plans to buy CIM stake for \$1.36bn... BHP Mining, the US coal mining group, has agreed to spend \$1.36bn (\$818.7m) acquiring up to 43 per cent of CIM Resources, the Australian company which owns 70 per cent of the Stratford coal project in New South Wales.

Companies in this issue: ANZ, Acorn Computer, Albion, Allied Domecq, American Airlines, Austrian Airlines, BHP, BIC, Bouygues, British Airways, British Biotech, CIP, Canon, Chrysler, Continental Baking, Credit Local, Delta Air Lines, Deutsche Telekom, EDF, FONA, Ford, France Telecom, GM, Gucci, Hilldown, Honda Motor, Incentive, Iridium, L.P. Morgan, U.S. Shattuck, Lloyds, Lowry Nathan

Market Statistics: Annual reports, Benchmark Govt bonds, Bond returns and options, Bond prices and yields, Commodity prices, Dividends announced, UK, ERM currency rates, Eurobond prices, FTSE 100 index, FTSE 100 div indices, FT 1000 index, FTSE 1000 div index

Table with 2 columns: Company Name and Price/Change

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RWE in attack on state rival

By Judy Dempsey in Essen

Mr Dietmar Kuhn, chairman of RWE, Germany's largest energy group, yesterday accused Deutsche Telekom, the state telecommunications network, of failing to create conditions for fair competition...

Speaking at the presentation of RWE's nine-month results, Mr Kuhn said the draft legislation, due to be passed in July, failed to set out specific terms for giving private companies access to Deutsche Telekom's networks.

He said Deutsche Telekom had done nothing about allowing subscribers to keep their own phone numbers if they switched from Deutsche Telekom to a private sector provider.

"Unless there is a smooth connection of their own networks with the Deutsche Telekom infrastructure, private sector companies will be unable to offer their customers a telephone service. There will be no real alternative to the existing monopoly," he said.

draft legislation, Deutsche Telekom could have a "comparatively" free hand in setting terms for inter-connection...

Full liberalisation of the sector will take place on January 1 1998. In November, the German government will sell 500m Deutsche Telekom shares in a partial privatisation...

The company's criticism comes as it plans to take on Deutsche Telekom via a proposed joint venture with Viag, the large German industrial conglomerate, and British Telecom. The consortium plans to invest DM8bn (\$5.2bn) up to 2008.

RWE's group net profits from July 1995 to March rose from DM777m to DM822m, 5.8 per cent up on the previous year. Group sales rose 4.1 per cent from DM47.1bn to DM49.1bn.

Mr Kuhn said he expected RWE's full-year net profits to reach DM1.2bn against DML06bn last year. Lex, Page 14

growing frustration among the country's private sector operators. They are trying to establish a foothold in the market ahead of liberalisation...

They are trying to establish a foothold in the market ahead of liberalisation and before they know the terms under which they will have access to Deutsche Telekom's network.

Mr Kuhn said it made no sense for the private sector to set up a parallel infrastructure for all 5,200 telephone districts in Germany.

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Overseas strength lifts TDK by 70%

By Gerard Baker in Tokyo

Strong growth in its principal overseas markets lifted pre-tax profits at TDK, the world's largest maker of magnetic tapes, almost 70 per cent in the year to March 31, the Japanese company announced yesterday.

Rapid expansion in Asian economies outside Japan helped TDK produce its best consolidated results for five years, as a shift of production away from Japan brought lower costs.

Group turnover was up 11.6 per cent at ¥541.4bn (\$5.16bn) as growth in demand for computers, home electronics and telecommunications products boosted sales of TDK's components.

Operating profit rose 41.1 per cent to ¥54.1bn, and recurring profit - before extraordinary items and tax - was up 68.3 per cent to ¥51.9bn.

Sales of magnetic products were higher by 10.5 per cent at ¥128.9bn, ceramic and assembled products sales rose 7.5 per cent to ¥145.5bn, while sales of recording devices surged 40 per cent to ¥202.9bn.

However, recording media sales fell 1.1 per cent to ¥131.8bn as a fall in sales of audio tapes was mostly offset by a recovery in videotape prices.

Overall, overseas sales were 14.7 per cent higher at a record ¥315.9bn, 58.4 per cent of total turnover. Net profit rose 68.3 per cent to ¥27.7bn.

Parent company recurring profit was up 29 per cent to ¥31.6bn, on turnover 7 per cent higher at ¥375.6bn. For the current financial year, TDK expects parent company turnover of ¥386bn and recurring profit of ¥35bn.



Sir Richard Greenbury, Marks and Spencer chairman, yesterday: "Consumer is coming out of the trenches."

Brooks Brothers boost for M&S

By Christopher Brown-Hume in London

Marks and Spencer, the stores group, yesterday provided cheer for the UK retail sector and its own investors as it returned a 7.2 per cent rise in pre-tax profits to just under £1m (£1.52bn) for the year to March 31.

"There is every sign that the consumer is coming out of the trenches. It's not a boom but it's looking a lot better," Sir Richard Greenbury, chairman, said yesterday. The current year had begun well, he added.

Sir Richard's comments - more positive than those from other retailers recently - contributed to a near 7 per cent jump in the M&S share price to 462p, reversing a 12 per cent underperformance over the past year.

Group pre-tax profits from continuing operations rose 7.2 per cent last year to £993.7m, a better-than-expected result.

Analysts said the big surprise was a sharp second half turnaround at the long troubled US clothing store chain Brooks Brothers. It rebounded to a full-year profit of £10.7m from a £2.5m first-half loss as the benefits of new management and store changes took hold.

M&S boasted that Brooks' sales grew more than 20 per cent in the last four months - faster than those of any other US clothing retailer.

Elsewhere, evidence of stronger consumer spending was shown by the 16.4 per cent rise in home furnishings sales in the last quarter of the year.

Analysts were also relieved by Sir Richard's robust dismissal of trade press reports that M&S's women's wear ranges had been seriously underperforming. He acknowledged sales of blouses and skirts had been weaker, but said the group had compensated with higher sales of dresses, trousers, jeans, and suits.

Some analysts nevertheless found the 3.9 per cent increase in M&S's clothing sales disappointing, as this included the impact of new space. The group blamed last autumn's unseasonably warm weather, which caused clothing sales to fall 2.1 per cent between August and October.

Sir Richard said he was "very pleased" with the group's start to the current year, although he declined to provide sales figures. But Mr John Richards, stores analyst at NatWest Markets, was cautious about the group's claims over consumer spending. "Sir Richard has come across as being bullish, but arguably M&S has less to show for it than others who have been more cautious."

He said the fact that M&S had only maintained its market share last year "was an admission of defeat" for a such a blue-chip retailer. Lex, Page 14

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Barry Riley

Inflation-proof bonds lurk in the shadows

This year's sharp rebound in the yield on long-term US Treasury bonds to the 8.47 per cent region has raised the real yield to some 4 per cent and appears to have been a factor in the Treasury's proposal to introduce, after a short period of consultation, bonds linked to an index of inflation. They could cut the cost of borrowing.

Potentially the inflation-indexed Treasuries will establish a new global benchmark for real interest rates. Securities market strategists will have the basis for evaluating two new fundamental relationships, between the index-linked and conventional bond yields, through assumptions about future inflation, and also between index-linked and equities, involving projections of future dividend and/or earnings growth.

This opportunity may not arise very soon, however. To begin with, much depends on how the bonds are structured, in particular on whether both coupon (if there is one) and principal will be inflation-proofed, as with the UK's index-linkers.

In theory, a global capital market will impose a very similar real yield in all countries. But there may also be tax complications, and initially the availability of the US bonds may be restricted.

Such factors, including differences in market liquidity, have produced quite wide international discrepancies for index-linked bonds in practice, with a real yield of around 5 per cent in Canada compared with 3.8 per cent at present in the UK.

In the UK the real yield was pitched at 2 per cent in the first issue, but the level crept up over the years, hitting a high point of 5 per cent in the latter stages of the UK's ERM participation. A range of 3.5 to 4 per cent can be regarded as normal.

At present the implied long-run this there may be a threat to the UK linkers. Now for equities. In the UK it has become the pattern that the index-linked yield has maintained a premium - averaging perhaps 1/2 per cent - over the All-Share Index dividend yield. Equities have offered more income growth (about 1 per cent real in the very long run, against the zero real growth from linkers) but have also involved more risk.

At times unusual optimism about equities has turned the equity yield premium into a short-lived discount - in 1987, in mid-1994 and during the past month or so. It is possible that the recent strength of Wall Street has tipped UK equities out of their normal alignment with index-linked gilts. For the time being, in any case, dividends are surging at a real rate of 7 per cent.

So what would a real yield on US Treasuries of 3.5 per cent do to US equities, when the dividend yield is a bare 1.9 per cent? Fortunately, we do not have to believe in the shock horror answer that equities would have to make a rapid adjustment by halving in price in order to yield about 4 per cent. All the same, inflation-linked bonds will provide a big challenge at some future period when investors are less confident about the prospects for corporate earnings growth. In an equity bull market, securities, as dull, safety-first linkers, are sidelined, but when corporate sector conditions become more testing they will set a tough benchmark.



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Sonat lifts bid for Norway's Transocean

by Hugh Carnegie in Stockholm

A battle between two Texan oil drillers to take over Norway's Transocean Drilling appeared to swing in favour of Sonat Offshore Drilling yesterday when it increased its bid to US\$1.5bn and won the backing of the Oslo-based target's biggest shareholder.

Transocean, one of the world's largest offshore drilling companies, had backed Sonat's earlier bid against a higher offer from the Houston-based company's local rival, Reading & Bates, and said it would now intensify its efforts to finalise a merger agreement with Sonat.

In a development which could decide the issue, Transocean also announced that Tiger Management, the investment company which owns 17.5 per cent of the Norwegian company, had agreed to accept the revised Sonat offer. Tiger had previously urged Transocean to reassess its acceptance of Sonat's original terms because it said the Reading & Bates bid offered shareholders better value.

Sonat's new bid was based on an offer of 0.53 Sonat shares for each share in up to 80 per cent of Transocean, and US\$27.25 per share cash for the remaining 20 per cent. This compared with its first offer of 0.412 Sonat shares plus US\$5.35 in cash for each Transocean share. The bid increased the value of the offer from US\$27.08 per share to US\$27.71.

The new bid still fell below Reading & Bates's last offer valued at US\$1.56bn, and barely matched Reading & Bates's first bid of US\$1.51bn. Its bids were based on all-share offers, which Reading & Bates argued offered ample liquidity and protected the new combined company from starting life over-leveraged. But Transocean clearly favoured a cash element and pointed out that Reading & Bates's offer was conditional on 90 per cent acceptance. Sonat said its bid was conditional on at least 80 per cent acceptance. Transocean argued from the start that a merger with Sonat was preferable, saying combining the two companies offered better future earnings, financial strength and share price strength.

The battle for Transocean is the latest in a long line of rationalisation moves in the offshore drilling industry. Transocean, built up from humble beginnings over the past decade, specialises in exploration and pre-production development drilling.

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COMPANIES AND FINANCE: EUROPE

SCA adds to pulp and paper sector gloom

By Greg McIvor in Stockholm
SCA, Sweden's largest pulp and paper group by turnover, yesterday highlighted the abrupt downturn in the country's forestry industry by reporting a fall in interim pre-tax profits from SKr1.5bn to SKr1bn (\$146.2m).

Underlining the trend, Södra, Europe's largest producer of market pulp, said yesterday first-third pre-tax profits of SKr574m of 1995 had slumped to a SKr82m loss. The Swedish company described 1996 as a "lost year" and warned of possible full-year losses.

However, it stressed inventory rundown appeared to be over in most product areas and raw material prices were rising again. This would ease the pressure on end products - an effect likely to be bolstered by an improving economic climate in the US and Japan.

Operating profits in packaging narrowed from SKr661m to SKr413m, due chiefly to a sharp decline in liner sales amid falling raw materials prices and depressed demand.

SCA said its strategy was to focus increasingly on value-added products within the hygiene and packaging divisions in order to reduce the group's "cyclicality". It also intends to become a net purchaser of liner.

Incentive revamp puts focus on power group

By Hugh Carnegie in Stockholm
Incentive, the Wallenberg empire industrial company which has undergone radical remodelling this year, said yesterday it had begun the process of finding a buyer for its highly profitable power company, as the next step in the restructuring.

NEWS DIGEST

Holzmann reveals further losses

Philipp Holzmann, Germany's biggest construction group which reported a surprise 1995 net loss of DM443m (\$288.6m), said yesterday it had made further unspecified losses during the first quarter. It also said it would sell businesses worth up to DM350m in sales to improve profitability.

Lufthansa seeks DM1bn savings over five years

By Andrew Fisher in Frankfurt
Lufthansa, the German national airline, plans to cut operating costs more than DM1bn (\$651.6m) in the next five years as part of a renewed savings and productivity drive to achieve a sharp rise in profitability, Mr Jürgen Weber, the chairman, said yesterday.

costs should be reduced further, by some 25 per cent by 2001. "All costs, bar none, will be reviewed. All possibilities of boosting earnings will be re-examined."

forecast growth in air traffic of between 5 and 7 per cent a year without increasing staff, or with only a marginal rise.

PROFILE: Lufthansa Market value: \$8.7bn Main listing: Frankfurt
Historic P/E 19.5 Dividend yield (1995) 2.9% Earnings per share (1995) DM 13 Current share price DM 247.7

BNP bows to pressure on CIP with takeover

By Andrew Jack in Paris
Banque Nationale de Paris yesterday announced a takeover of Compagnie d'Investissements de Paris, a financial investment company in which it has control, following growing pressure from minority investors.

BNP share for every CIP share was announced at BNP's annual general meeting yesterday, after shares in CIP were suspended on the Paris bourse.

and called for improved shareholder value. The offer comes one week ahead of the annual general meeting of CIP, at which SBC Warburg, the investment bank which holds 2.5 per cent of the company's shares, had filed a resolution calling on the board to reduce the discount of its shares to the net asset value.

It called on CIP to consider solutions including buying back from the market up to 10 per cent of its shares, paying an exceptional dividend, and converting the company into a Sicav investment company, which would have allowed it to liquidate its investment.

Investors cash in on restructuring trend

By Antonia Sharpe
The German stock market is the most fertile hunting ground for investors looking to make money from corporate restructurings. And this trend is gathering momentum in the rest of continental Europe and Scandinavia, according to a report by J. P. Morgan, the US investment bank.

Investors are fearful of missing the restructuring story," Mr Gary Dugan, the report's author, said yesterday. The 50-page report identifies four drivers of corporate restructuring in Europe: the slowdown in economic growth; accelerating deregulation in Europe; further consolidation of global sectors; and the increasing pressure on companies to focus on their core activities and to enhance shareholder value.

As a result, continental European companies will be compelled to carry out Anglo-Saxon measures such as radical cost-cutting, demergers and share buybacks in the future. In sector terms, J. P. Morgan highlighted banks, and pharmaceutical and chemical companies as the most likely to undertake restructurings which will enhance shareholder value.

Mr Dugan said shareholders in the few European companies which have started to cut costs and to restructure their business had already reaped the benefits. For example, Hoechst, the German chemicals company which has completed the

Modified Dutch Auction Offer by Philippine Long Distance Telephone Company to purchase for cash up to 40% (US\$100,000,000) of the outstanding aggregate principal amount of 10.625% Notes Due 2004

Thyssen profits decline 15%

Thyssen, the German steel, engineering and telecoms conglomerate, yesterday said pre-tax profits in the six months to March 31 had fallen 15 per cent to DM248m following an expected slowdown in a number of its cyclical businesses. It made profits in all corporate sectors and expected profits to develop "moderately" this year. Sales would increase "satisfactorily" throughout the rest of the year amid signs Thyssen was benefitting from the rise in the value of the dollar and other European currencies against the D-Mark.

Expansion costs hit Telia

Profits at Telia, Sweden's state-owned telecoms operator, tumbled from SKr1bn in the first quarter last year to SKr886m this year as the group suffered from intense competition in the deregulated Swedish market and the costs of an international expansion drive.

CLF confirms Belgian link-up

Crédit Local de France, the French bank specialising in public sector lending, said yesterday it expected a planned link-up with a leading Belgian competitor to be in place by the end of the year. Mr Pierre Richard, chairman, confirmed reports in March that Crédit Local de France was considering cross-participations in Crédit Communal de Belgique, Belgium's second largest bank, which would lead to an exchange of up to 50 per cent of each other's shares.

Gucci doubles sales in quarter

Gucci, the Italian manufacturer of luxury goods and clothes, more than doubled sales in the first quarter, compared with same period last year. The group, shares in which are listed in New York, increased turnover from \$91m to \$183m. Sales through the company's 65 direct retail shops doubled to \$131m, while wholesaler turnover - through franchised shops, duty-free shops and other specialised outlets - rose from \$15.8m to \$50.8m.

Montedison investor denies pact

Shares in Montedison, the Italian agribusiness, chemicals and energy group, slipped back slightly yesterday after a shareholder who had called for the break-up of the company said it had no voting agreement with other shareholders. The Gibraltar-registered fund, Codelout & Co. run by Mr Luca Padulli, the Italian financier, had written to Montedison management suggesting the company should be split up for the benefit of existing shareholders.

SBC confirms banking split

Swiss Bank Corporation yesterday confirmed it would transfer its private banking and fund management arm, SBC Private Banking, into self-standing operating divisions from the beginning of next year, splitting it from the group's Swiss retail banking division.

OBITUARY: EDOUARD BUFFARD

Founding father of ubiquitous pen maker

Edouard Buffard, one of the two founders of Bic, the French-based disposable pens, lighters and razors group, has died, the company has announced.

His death at 88 last Thursday follows almost exactly two years after that of the fellow founder Baron Marcel Bich at age 74, who gave his name to the group and led its rapid post-war development from a domestic business to a multinational concern and one of the best-known French brands in the world.

Both men continued to be involved in all aspects of the business's operations long after normal retirement age. Buffard remained a board director and a managing director until his death.

He was also one of the most significant investors in the group, with his family last year holding 9 per cent of the shares and 42 per cent of the voting rights.

Although Bic was quoted in 1972, the Baron's family still holds the largest stake with 36 per cent of the shares and 42 per cent of the votes.

Bic spoke of Buffard's death with "sadness", highlighting yesterday his contribution to the management of the group's ball-point business, its international expansion and its diversification in the 1970s into lighters and razors. Bic is now run by Mr Bruno Bich, the third son of the founder and one of his 11 children, in a succession which was arranged in 1993, ahead of the death of the baron. Several other members of the family are also involved in managing the group.

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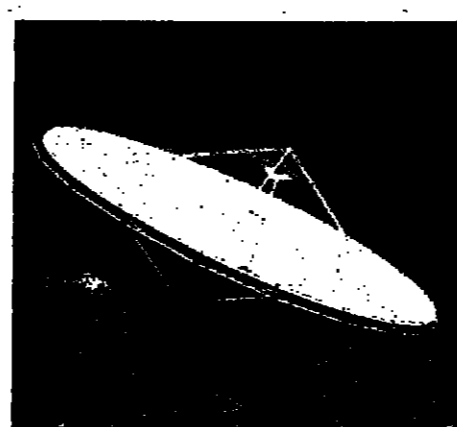
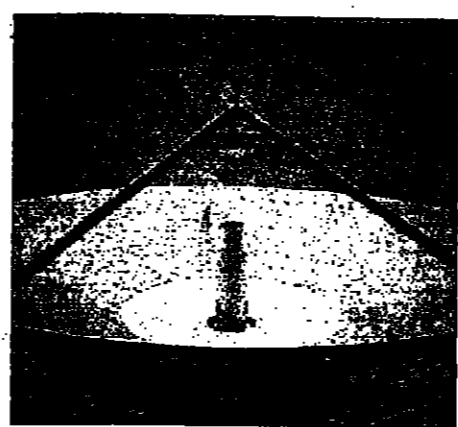
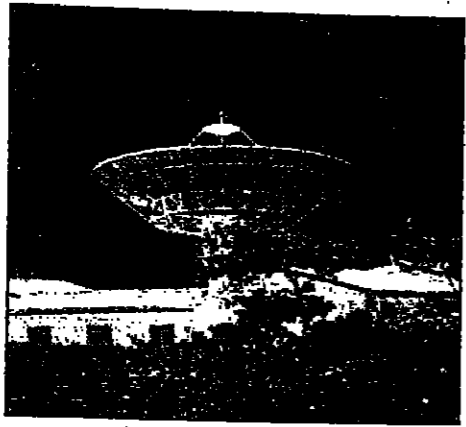
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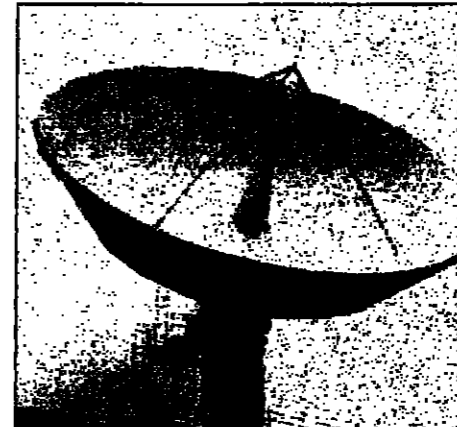
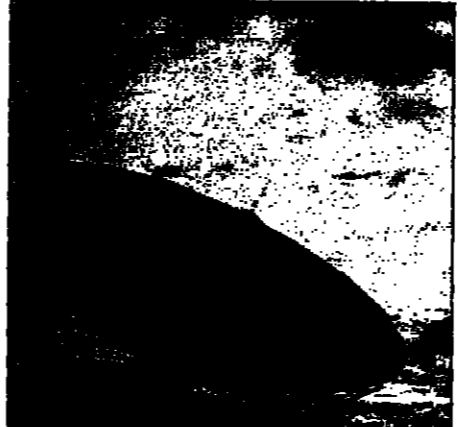
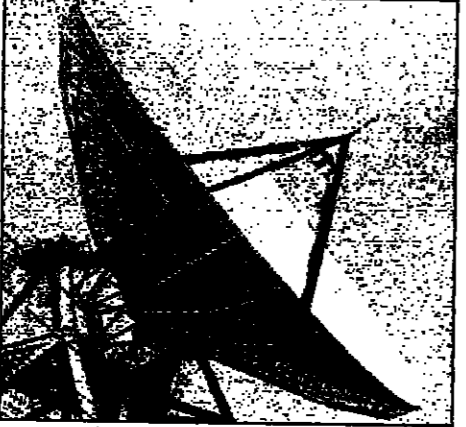
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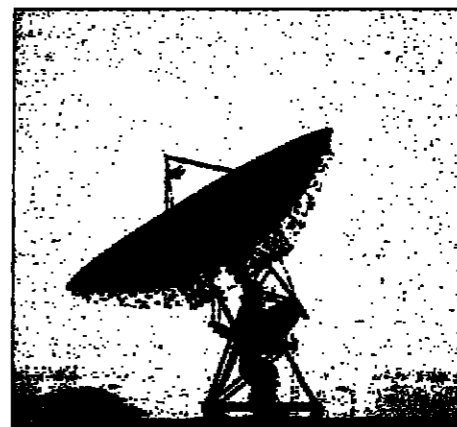
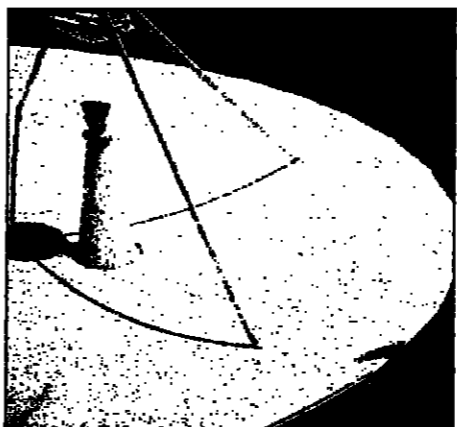
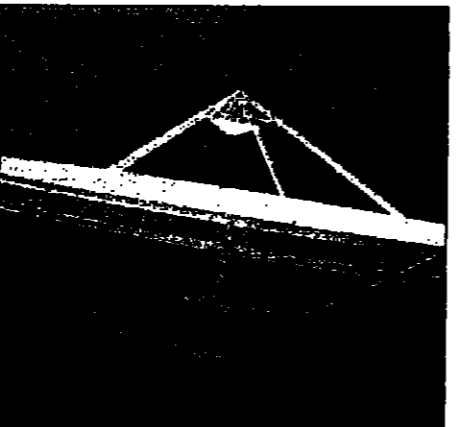
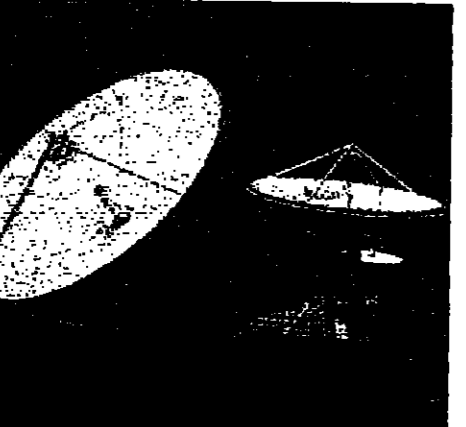
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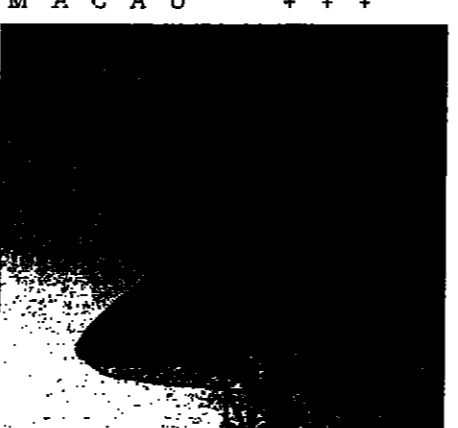
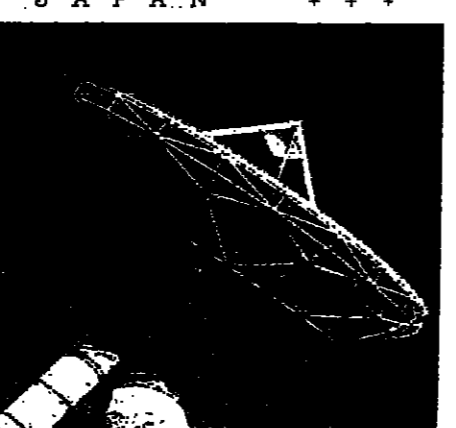
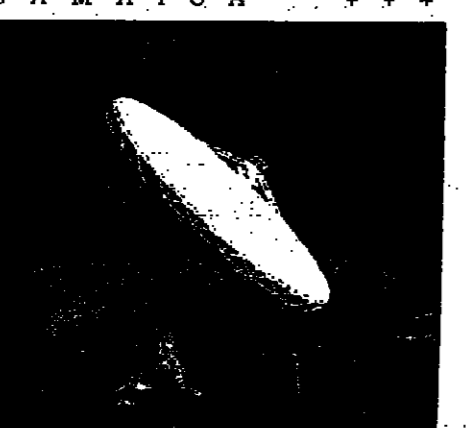
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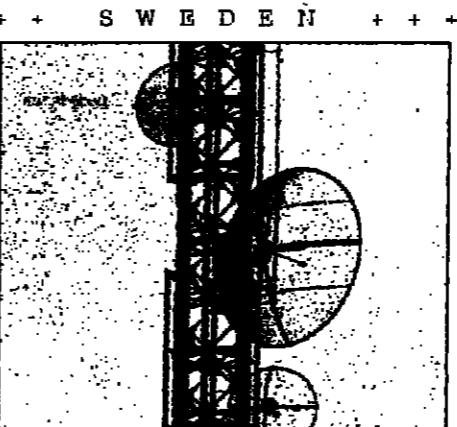
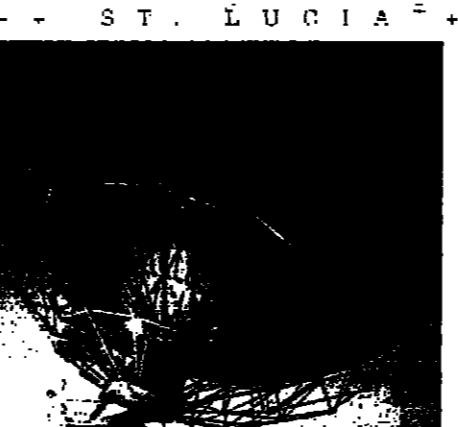
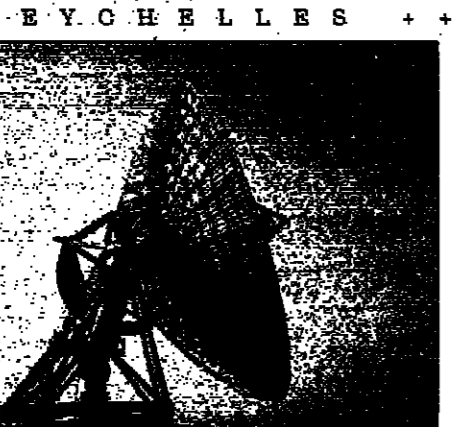
BERMUDA +++ CAYMAN ISLANDS +++ FALKLAND ISLANDS +++ HONG KONG +++



JAMAICA +++ JAPAN +++ MACAU +++ MALDIVES +++ RUSSIA +++



SEYCHELLES +++ ST. HELENA +++ ST. LUCIA +++ SWEDEN +++ TRINIDAD AND



TOBAGO +++ TURKS AND CAICOS +++ UNITED KINGDOM +++ YEMEN +++

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COMPANIES AND FINANCE: THE AMERICAS

CompuServe to refocus as Internet-based service

By Louise Kehoe in San Francisco

CompuServe, one of the leading computer online information services, yesterday announced plans to phase out its proprietary software in favour of Internet standards.

purpose programs currently required. CompuServe's decision follows similar moves by Prodigy, the Microsoft Network and AT&T's Interchange Online Network, all of which began as proprietary services but then moved to Internet standards.

only big online service still using proprietary software. Analysts predicted, however, that AOL may also eventually be forced to join the trend to Internet standards.

companies that are building their own information offerings on the world wide web. By shifting to Internet standards CompuServe will be able to devote more of its resources to creating value-added services instead of proprietary software, said Mr Bob Massey, CompuServe president and chief executive.

respond quickly to market needs with unique new products and content. More than 80 per cent of CompuServe's efforts will now be devoted to building new content and services using Internet technology, he said.

aimed at business travellers. The ThinkPad models, weighing only 4.1lb, feature large displays and an "ultra-thin" casing. Prices start at \$2,700, bringing the IBM ThinkPad into the low end of the portable computer market.

US retailers begin to see some light amid the gloom

By Richard Tomkins in New York

Retailers have been having a hard time in the US lately, with weak demand and cut-throat competition putting a squeeze on profits; but there have been glimmers of hope in the first-quarter results reported over the past week or so.

Nearly all the big retailers have turned in improved performances. Admittedly, it would have been hard for many of them to do much worse than they had done a year earlier, but at least the figures suggested the sector might have turned the corner.

One bright spot has been the hint of a recovery in sales of clothing, with department stores and apparel retailers tending to do better than discount chains such as Wal-Mart Stores, which sell a high proportion of electrical and household goods.

Part of the reason was said to have been that working women had less time to shop than they used to. And clothing sales seemed to have become much less fashion-driven than in the 1980s, when everyone wanted to keep up with the latest look.

Now, however, analysts are beginning to wonder if consumers have gone so long without buying new clothes that

they are ready to renew their wardrobes. And with the economy buoyant, people seem to have enough money in their pockets to satisfy the pent-up demand.

One indicator of the rebound in clothing sales came from Gap, owner of the Gap, Banana Republic and Old Navy clothing store chains, which saw net profits leap by 63 per cent to \$32m in the first quarter on the back of a 31 per cent increase in sales.

New store openings contributed to Gap's advance, but the company also reported a greater willingness among customers to pay full price instead of waiting for markdowns. In addition, Gap benefited from a shift away from basics such as jeans and khaki clothing towards higher-margin goods with bolder colours and more of a fashion content.

Among the department stores, Sears Roebuck has been doing particularly well on the clothing side; last month it reported a 22 per cent increase in net profits to \$151m. Its example has been followed in the past few days by Federated Department Stores and May Department Stores, both of which reported sharply improved results.

Yet the message from department stores and other apparel retailers is still mixed. J.C. Penney's poor performance deteriorated still further amid tough price competition, and Dayton Hudson's sharply improved performance came more from its Target discount store division than from its traditional department stores.

Similarly, The Limited's profits advance came from its speciality retailing divisions such as Victoria's Secret, Bath & Body Works and Abercrombie & Fitch - not its women's clothing division, which the company said had continued to underperform.

Wal-Mart Stores, until recently a high-flyer like Home Depot, resumed its growth after last quarter's surprise downturn, but tough competition limited the advance to 3 per cent - a pale shadow of the profit increases the company used to deliver.

By way of consolation, it said earnings growth should accelerate later in the year. Kmart, the biggest casualty of the US discount store wars, remained mixed in difficulties, reporting losses on continuing operations of \$38m; but the figure represented an improvement over the previous year's losses of \$109m, setting aside unusual items.

Mr Floyd Hall, Kmart chairman and chief executive, accompanied yesterday's publication of the figures with an upbeat presentation to shareholders at the company's annual meeting. He said the discount store sector was the fastest-growing part of the US retail market, and Kmart was taking actions to ensure it

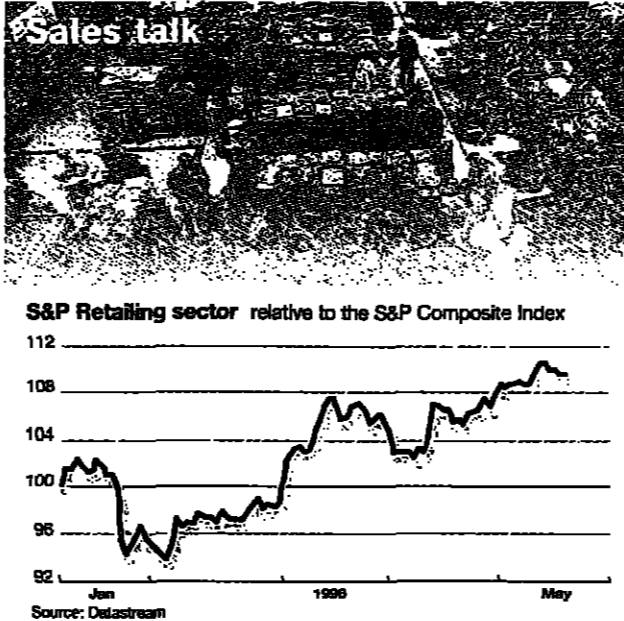


Table with 5 columns: US retailers: first quarter results, Revenue \$bn, Change (%), Net Income \$bn, Change (%). Rows include Wal-Mart Stores, Sears Roebuck, Kmart, Dayton Hudson, J.C. Penney, Home Depot, Federated Department Stores, May Department Stores, Woolworth, The Limited, Gap.

became "a fierce competitor" in the sector. Woolworth is another ailing retailer that cut its losses in the first quarter: they fell from \$90m a year earlier to \$22m, largely as a result of cost cutting. The speciality retailing division made operating profits of \$34m, while the general merchandise division incurred operating losses of \$21m. Still, Woolworth remains

Goldman to convert to limited liability

By Maggie Urry in New York

Goldman Sachs, the investment bank which is the last large partnership on Wall Street, is changing its capital structure to bring more stability to its finances and attempt to "encourage partners to lengthen their active careers at the firm", Goldman said.

The firm has also decided to convert to a limited liability partnership at its financial year-end in November. The changes follow the partners' decision in January to remain a private partnership rather than seek a listing or pursue another course to bolster the capital base.

In a memo to Goldman partners and staff yesterday, Mr Jon Corzine, senior partner and chairman, and Mr Hank Paulson, vice-chairman and chief operating officer, said the changes would "strengthen Goldman Sachs as a private partnership".

In an interview, Mr Corzine said "capital adequacy was never the issue, the question was one of capital stability". He said the changes were in tune with the partnership culture and would not affect the way the firm was managed.

Goldman has about \$5bn of equity capital but this would be expected to grow as partners kept their money in the firm longer. There would also be provisions to give partners some additional liquidity. The move to limited partnership status would mean that in the event of a catastrophic loss, partners' liability would be limited to the amount of capital they had in the firm.

Goldman's profits slumped in 1994, along with other investment banks, because of poor trading conditions and caused the partnership to look again at its capital base. Mr Corzine and Mr Paulson took control of the firm in the autumn that year.

NEWS DIGEST

Raytheon to buy WMX pulp unit

WMX Technologies, the Chicago-based waste processing and engineering conglomerate, has agreed to sell its pulp and paper division to Raytheon for \$113m. The sale is the first in a series of expected asset disposals into cash.

Raytheon, which has said it hoped to expand into chemicals and metals processing, as well as paper, foods and consumer products, plans to add the WMX property to its Raytheon Engineers and Constructors group. The sale is subject to regulatory approval, and is expected to be completed within the next two months.

Hotels boom for Vancouver

Vancouver, Canada's gateway to Asia, has the country's hottest hotel development market. A record 28 new hotels are being proposed, representing almost 8,000 new rooms, according to property broker Royal LePage.

ITT in riverboat casino venture

ITT, the US hotels and casinos group, has obtained an exclusive licence to develop and operate a riverboat casino on the Ohio river in Indiana. Caesar's World, ITT's casino group, expects to complete the 80,000 sq ft casino by the end of 1997. It estimates the casino will generate \$250m-\$350m in gross gaming revenues each year.

AIG to lift dividend 17.6%

The board of American International Group, the US insurer, has voted to raise the quarterly dividend 17.6 per cent to 10 cents a share. Mr Maurice Greenberg, the group chief executive, said AIG expected to see strong growth in its Latin American life assurance business.

Eastman Chemical upbeat

Mr Earnest W. Deavenport, chairman and chief executive of Eastman Chemical, said the company's volumes in April were 4 per cent ahead of 1995's levels, although pricing was flat compared with a year ago.

Spar Aerospace appointment

Spar Aerospace has named Mr Frederick D. Lawrence to lead a turnaround at its ComStream telecommunications equipment unit in the US. Mr Lawrence joins the Canadian high-tech group from ADC Telecommunications in Minneapolis.

Northwest in Hawaii accord

Northwest Airlines has entered into a marketing and code-sharing agreement with Hawaiian Airlines for travel to and from the Hawaiian Islands. Northwest Airlines will also co-ordinate flights to Honolulu from the US and Japan.

Echo Bay maintains TVI stake

Echo Bay Mines, a medium-sized gold producer, has invested a further \$95.8m (\$M4.22m) to maintain its interest in TVI Pacific at 15.7 per cent. The companies are partners in Philippines Gold Exploration and Development and have auctioned a large copper-gold property on Mindanao Island. Internationally-listed Echo Bay operates gold mines in Canada and the US and has joint exploration projects in Brazil, Mexico, Nigeria, Ghana, Peru and Guyana.

GM plans \$850m revamp

General Motors plans to spend \$850m on updating its North American sheet metal stamping operations. Under the five-year project, GM will spend \$200m on building stamping plants next to two vehicle assembly operations, and the rest on upgrading machinery and buying new equipment.

Utilities sweeten merger terms to woo investors

By Richard Tomkins

Kansas City Power & Light and UtiliCorp, two US electricity companies proposing a \$1.58bn merger, have sweetened the terms of the deal in a last-minute attempt to win over wavering shareholders.

On the eve of the annual meeting today at which Kansas City Power & Light's shareholders had been due to vote on the merger, the two sides have improved the offer to

value Kansas City Power & Light at about \$1.69bn. However, the figure still falls slightly short of the terms suggested by a rival offer from Western Resources. In an unsolicited approach last month, Western Resources proposed an all-share transaction valuing Kansas City Power & Light at \$2.8 a share, or \$1.73bn.

Kansas City Power & Light said the shareholder vote on the revised offer would now be postponed until the summer.

Kansas City Power & Light and UtiliCorp are the latest in a wave of US utilities seeking to merge as the US electricity market moves towards deregulation.

Faced with the threat of competition, electricity companies have been trying to get their costs down by merging with neighbouring utilities. This has enabled them to reduce overheads and cut payrolls by sharing generation plant, administrative resources

and other facilities. Hostile bids have so far been unusual because mergers have to be approved by regulatory bodies. Even friendly mergers take a long time to clear, and electricity companies say a hostile move could become very difficult to complete.

Western Resources has not yet made a formal bid for Kansas City Power & Light. Last month, however, it put pressure on the company to open negotiations on a merger by publishing the contents of a letter to its target's chairman, in which the terms of its proposed deal were set out. The pressure mounted last week when Institutional Shareholder Services, an influential

US shareholder rights group that advises investors on proxy decisions, recommended Kansas City Power & Light's shareholders vote against the merger with UtiliCorp.

Under the terms of the original deal, Kansas City Power & Light and UtiliCorp would have merged into a new company, Kansas City Power & Light's shareholders would have received one share in the new company for each share already held, while UtiliCorp's shareholders would have received 1.066.

That balance has now been shifted in favour of Kansas City Power & Light's shareholders by altering the share allocation.

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Market gambles on survival of ValuJet

By Richard Tomkins

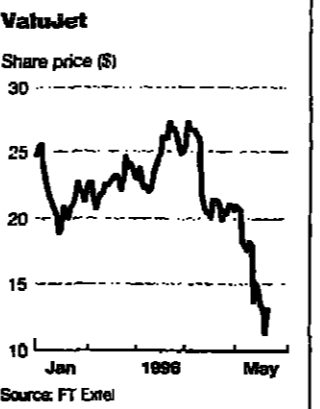
Shares in ValuJet bounced back 13% to \$13 1/2 in early trading yesterday - a rise of 17 per cent - as investors gambled that the airline would recover from the air crash that killed all 110 people aboard a ValuJet flight on May 11.

The share price rise came despite a company announcement that Mr Timothy Flynn, one of its founders and directors, had sold 1.5m ValuJet shares on Monday.

The company said Mr Flynn had sold the shares "to satisfy margin debt previously incurred", and added that he had never been active in the day-to-day management of the company.

The shares sold by Mr Flynn represent 2.7 per cent of ValuJet's equity. On Monday, the selling pressure appeared to have contributed to a fall of 1% in ValuJet's share price to \$11 1/2 - exactly the amount recovered in yesterday's early trading.

ValuJet's share price has been highly volatile since May 11. Each time it has fallen in response to fears that the fatal accident would prove ruinous for the airline, it has bounced back on hopes that the company would rebuild itself in time.



the crash was caused by an explosion among oxygen canisters being transported in the aircraft's cargo hold. The canisters were said to have been certified empty by an independent maintenance contractor.

If the theory proves correct, it remains to be determined how much blame will attach to ValuJet. But in the near term, the company faces a severe deterioration in earnings because it has cancelled half its flights to carry out intensive safety checks.

ValuJet says it has enough financial resources to weather the crisis. At the end of the first quarter to March it had \$130m of cash on hand, and at the end of the following month it completed a \$150m debt offering.

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STET - Società Finanziaria Telefonica s.p.a. Registered offices in Turin - Headquarters in Rome. NOTICE OF MEETING. The shareholders are invited to an Extraordinary and Ordinary Shareholders' Meeting at the Convention Hall located at 34 Via Bertola, Turin, at 10:00 AM on June 6, 1996 on the first call and on June 12, at the same time and place, on the second call, if required, to deliberate and vote on the following AGENDA.

Salomon Brothers

A Strong Start to 1996 in Global Equities.

This announcement appears as a matter of record only.
Country: United States Sector: Financial
May 1996

U.S. \$574,425,000

Berkshire Hathaway Inc.

Class B Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Countries: The Netherlands, France Sector: Oil
May 1996

U.S. \$72,000,000

Forasol-Foramer N.V.

Common Shares

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Neurosciences
May 1996

U.S. \$23,100,000

SIBIA Neurosciences, Inc.

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: Argentina Sector: Steel
May 1996

U.S. \$77,738,552

Siderar S.A.I.C.

Class A Shares
and
American Depositary Shares
Each Representing 8 Class A Shares

Joint Global Coordinator and Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: Japan Sector: Financial
April 1996

¥100,000,000,000

TB Finance (Cayman) Limited

Non-cumulative Mandatory
Exchangeable Preference Shares
exchangeable into common stock of
The Tokai Bank, Limited

Lead Manager and Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Oil, Coal, Gas
March 1996

U.S. \$215,000,000

The Columbia Gas System, Inc.

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Technology
March 1996

U.S. \$52,000,000

Eagle River Interactive, Inc.

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Countries: Italy, The Netherlands Sector: Luxury Goods
March 1996

U.S. \$1,267,200,000

Gucci Group N.V.

Common Stock

Co-lead Manager:
Salomon Brothers

This announcement appears as a matter of record only.
Country: Canada Sector: Oil, Coal, Gas
March 1996

Can. \$355,250,000

Gulf Canada Resources Limited

Common Stock

Co-lead Manager:
Salomon Brothers

This announcement appears as a matter of record only.
Country: Greece Sector: Telecommunications
March 1996

Dra. 127,857,536,000

Hellenic Telecommunications Organization S.A.

Common Stock

Joint International Lead Manager:
Salomon Brothers

This announcement appears as a matter of record only.
Country: India Sector: Iron, Steel
March 1996

U.S. \$125,000,000

Steel Authority of India Limited

Global Depositary Shares

Co-lead Manager:
Salomon Brothers

This announcement appears as a matter of record only.
Country: Taiwan Sector: Electronics
March 1996

U.S. \$200,000,000

Winbond Electronics Corporation

2% Convertible Bonds due 2003

Joint Global Coordinator and Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: Philippines Sector: Building Materials
February 1996

U.S. \$110,679,044

Aisons Cement Corporation

Common Stock

International Lead Manager:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Transportation
February 1996

U.S. \$49,045,500

Avondale Industries, Inc.

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Commercial Services
February 1996

U.S. \$138,937,500

Career Horizons, Inc.

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: Germany Sector: Financial Buyer
Private Placement / February 1996

DM 1,000,000,000
Limited Partnership Interests

CWB Capital Partners II Private Equity Fund

A fund managed by
CWB Capital Partners

Global Advisor and Lead Placement Agent:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United Kingdom Sector: Electronics, Electrical
February 1996

U.S. \$183,960,000

Danka Business Systems plc

American Depositary Shares

Co-manager and Financial Advisor:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Healthcare
February 1996

U.S. \$25,350,000

Impath Inc.

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Retailing
February 1996

U.S. \$511,729,911

Safeway Inc.

Common Stock

Co-lead Manager:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Technology
February 1996

U.S. \$25,000,000

ULTRADATA Corporation

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Minerals
January 1996

U.S. \$23,718,750

Hecla Mining Company

Common Stock

Lead Manager:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Oil, Coal, Gas
January 1996

U.S. \$132,000,000

Forest Oil Corporation

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Healthcare
January 1996

U.S. \$36,918,750

Integra LifeSciences Corporation

Common Stock

Bookrunner:
Salomon Brothers

This announcement appears as a matter of record only.
Country: United States Sector: Minerals
January 1996

U.S. \$242,962,500

Newmont Mining Corp.

Common Stock

Lead Manager:
Salomon Brothers

Salomon Brothers

GLOBAL PLACING POWER

This publication has been approved for distribution by the SEC under the Securities Act of 1933.

Honda surges on back of leisure vehicle sales

By Michio Nakamoto in Tokyo

Honda, the Japanese carmaker, yesterday reported a 22 per cent increase in consolidated pre-tax profit...

Y61.6bn to Y70.8bn. The firm gains reflected a strong rise in domestic vehicle sales which were supported by the outstanding popularity of a number of recreational vehicles (RVs) it has launched recently...

cars, including the Civic, facing model changes. However, Honda is confident that it can reach its target of selling 930,000 vehicles in North America in the current year, compared with 867,000 last year and 730,000 in Japan...

expanded strongly. Continuing strong demand for its RVs in Japan, further cost-cutting and a better foreign exchange environment should support a firm rise in sales in the current year, Honda believes.

It forecasts a 10.5 per cent increase in sales to ¥1,000bn and a 69.5 per cent rise in net profits to ¥120bn based on an exchange rate of ¥100 to the US dollar.

The name of Honda's president, Mr Nobuhiko Kawamoto, was given incorrectly in a headline in yesterday's FT. We regret the error.

Japan's general traders double growth in profits

By William Dawkins in Tokyo

Japan's leading general traders, diversified bellwethers of the industrial economy, yesterday reported their fastest annual profits growth for six years, helped by financial gains and expansion of developing economies in south-east Asia.

increase and Nissho Iwai brought up the rear with a 10 per cent advance.

At the net level, Nissho Iwai turned in a ¥19.5bn (\$185.52m) loss after a ¥37.7bn write-off relating to a failed "tokin" (special trust fund) investment, a belated hangover from the investment excesses of the late 1980s.

All but two of them - Mitsubishi and Sumitomo - reported sales declines, partly because of an accounting change, the exclusion of precious metal dealing from revenues which was formerly 17 per cent of the top traders' aggregate sales according to Mr Toshihide Yoda, trading company analyst at UBS Securities in Tokyo.

But sales growth was equally constrained by the drag on exports of Japanese goods created by the yen's strength last year.

This also reflected all traders' continued strategy of moving away from high volume and low margin commission based export-import businesses to higher margin activities.

ranging from telecommunications to oil and gas production and infrastructure investment in Asia.

Sumitomo and Itochu took advantage of last year's decline in Japanese interest rates to record lows to pad out profits by borrowing money in Japan and lending it to overseas subsidiaries, as well as to make profits from the rise in Japanese bond prices, said trading company analysts.

But Sumitomo also cited exports of industrial plant and semiconductors, plus its Japanese investments in cable television and cellular telephones, as factors in its profits improvement.

Mitsui attributed its 19.4 per cent profits rise to increased dividends from its securities portfolio and a decline in interest payments, as did Itochu in its 11.1 per cent profits increase.

Marubeni attributed its 11.7 per cent profits rise to an increase in offshore and domestic business, which more than compensated for declines

Bumper year for the top six performers (Yen m)

Table with 7 columns: Year, Sales, Recurring profit, After-tax profit, Div (¥), EPS (¥). Rows include Itochu, Mitsubishi, Nissho Iwai, Sumitomo, Marubeni, and Yoda.

Source: Companies. * Before extraordinary items and tax. † Forecast.

Tranz Rail issue to be platform for new projects

By Terry Hall in Wellington

Tranz Rail, the privatised New Zealand Railways Corporation, is to make an international issue of shares aimed at raising NZ\$150m (US\$102.38m) of new capital, the company said yesterday.

None of the company's existing shareholders - Wisconsin Central, US private investor Berkshire Partners or merchant bank Fay, Richwhite - intends reducing its holdings in the company.

These three companies bought New Zealand Rail from the national government for NZ\$328m, plus NZ\$70m of debt, in 1993. It made a tax-paid profit of NZ\$73.6m in the year to June last year on turnover of NZ\$57m.

A total of 27m ordinary shares will be offered, representing 22 per cent of the capital, and provision is being made to issue a further 18per cent to cover over-allotments.

In New Zealand, the ordinary shares will be offered within a range of NZ\$4.80 to NZ\$6.55. In the US, investors will be offered American depositary shares (ADS) which will be equal to three ordinary shares, and are to be offered in a range of US\$9.50 to US\$13.50. They will be quoted on the Nasdaq market.

Mr Francis Small, Tranz Rail chief executive, said yesterday that the money would be used to repay debt. This would help it finance a number of capital spending projects over the next few years.

Tranz Rail has already committed itself to replacing three ageing ferries that it operates to carry cargo and passengers across Cook Strait between the North and South Islands.

It is also considering building a new port in South Island.

Up to 1.25m shares will be reserved for employees. The global co-ordinator will be Goldman Sachs, and the lead manager in New Zealand is FR Partners. In the international offering, the lead managers are Goldman Sachs International and Schroders.

ANZ posts 12% advance to A\$520m at interim stage

By Nikki Tait in Sydney

Australia and New Zealand Banking Group, the last of the big Australian commercial banks to report in the current interim season, has unveiled an after-tax profit of A\$520m (US\$413m) for the six months to mid-March.

The result represented a 12 per cent improvement on the A\$463m, before abnormal items, seen in the same period of 1994-95, but was lower than the A\$570m reported for the second half of the last financial year. There were no abnormalities in the latest six months.

Yesterday's A\$520m profit figure was at the lower end of analysts' forecasts. Nevertheless, with the bank remaining fairly optimistic about second-half prospects and the current state of the credit cycle in its core Australasian market, ANZ shares still gained 4 cents to close at A\$6.

The profits result came after a A\$102m charge for doubtful debts, slightly less than the A\$120m seen a year ago. Net interest income increased from A\$1.46bn in the first half of 1994-95 to A\$1.65bn, while other operating income was up from A\$940m to A\$1.01bn.

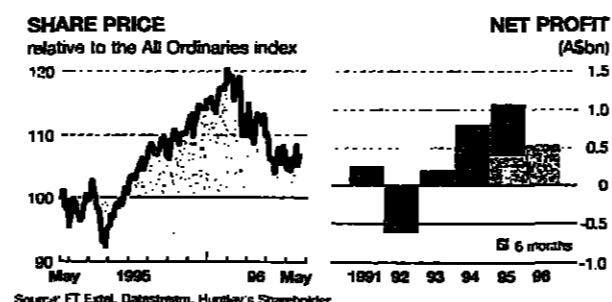
Mr Don Mercer, chief executive, said that lending for the group overall grew by 6 per cent, with a 5 per cent gain in Australia reflecting strong corporate demand. That, he said, was "a better figure than I can last remember talking about".

In New Zealand, there was an even more marked 9 per cent rise, while international lending shot up by 11 per cent, largely on the back of projects related to the Asian region.

Operating expenses rose from A\$1.6bn to A\$1.77bn, with the increase mainly personnel-related. The operating expenses to net income ratio was 66.5 per cent, virtually unchanged from 66.4 per cent a year ago, but higher than the 65.5 per cent achieved in the second half of last year.

PROFILE: ANZ Banking Group

Table with 2 columns: Metric, Value. Metrics include Historic P/E (9.6), Gross yield (6.12%), Earnings per share (Cents 35.6), Current share price (A\$ 5.96).



and I think you'll see us do better than that in New Zealand and the international markets," he said. Earnings per share in the half stood at 35.8 cents, up

from 31 cents (before abnormalities) a year ago, but down from 37.5 cents in the second half of 1994-95. The interim dividend is 18 cents, up from 15 cents.

Approval for new carrier complicates restructuring of Thai Airways

By Ted Bardacke and William Barnes in Bangkok

The restructuring difficulties facing Thai Airways International increased yesterday as Thailand's cabinet approved the creation of a second national airline - likely to be operational sometime in 1998.

of the new company's shares. Foreign investors can hold up to 15 per cent; foreign airlines up to 5 per cent.

The cabinet did not explicitly prohibit Thai Airways from investing in the new airline. Thai Airways management would like to have a stake, thus facilitating a smooth transition into competition.

A final decision on this issue - unlikely until bids are reviewed later this year - will be crucial. "The key question," said Mr Thamnoon Wanglee, Thailand's president, recently, "is how do we stay competitive, but protected?"

The answer, analysts say, is to focus resources and energy on an internal revamping of the company rather than heading off into a new venture in

search of protection. Most important is streamlining a fleet that is inspired more by an airforce-led, commission-driven spending spree a few years ago than by operating efficiency.

Plans call for Thai to reduce its aircraft types from 11 to six; engine types from 14 to six; and pilot certifications from 12 to six. Old aircraft, which require a crew of three will be phased out.

Yet the plan requires buying 36 new aircraft over the next five years and the Thai cabinet has so far only approved the purchase of 14.

To do this requires capital. The company, still 99 per cent owned by the ministry of finance, has raised the idea of selling off 200m new shares -



Thai Airways: New competition increases the need for course correction

but with little success. "I am very doubtful about whether they could get any share issue away," said Mr Michael Millar, an analyst with Crosby Securities in Bangkok. "Who would they sell to? Investors were

pretty battered last time." Even a market-beating 25 per cent climb in Thai's share price this year has been insufficient to breach the initial public offering price of Bt60. Only in the first hour of trading four

years ago did it ever fly above that level. Yet observers agree that it is, ultimately, critical for Thai to sell more shares if it wants to rise above the ranks of airline under-achievers. A share

sale would be likely to lower the amount of government and military influence in the company; as a quasi-public company staff cannot be sacked and the board is still chaired by Mr Sirirup Thongyai, head of the air force.

"For us to compete, they cannot be our hands and let the second airline be free in management," said Mr Thamnoon. In the meantime, Thai Airways' profits, helped by aircraft sales and healthy passenger loads, are growing. In the first six months of the fiscal year, Thai posted year-on-year profit growth of 44 per cent. Long-term debt at the end of 1995 of \$2.5bn could expand to around \$5.2bn by the end of 1996, according to Baring Securities. The solution may be to

issue euroconvertible debentures or similar - perhaps in Japan where the airline has so far launched a total of 19 samurai bond issues. This would leak shares into the market over a number of years.

A dilution in finance ministry control would limit Thai Airways' access to loans of a quality approaching sovereign debt, some analysts warn. But the finance ministry's senior civil servant, Mr Chatumongkol Sankul, recently warned management that the carrier will remain in the doldrums if it simply buys a new fleet and assumes government backing. "There must be simultaneous gains elsewhere - the time has come for a serious improvement in operations," Mr Chatumongkol said.

NEWS DIGEST

London SE hopeful on Chinese move



The London Stock Exchange hopes moves towards the signing of a memorandum of understanding with the China Securities Regulatory Commission will be expedited to enable Chinese companies to proceed with London listings. Mr Ian Salter (left), deputy chairman of the London Stock Exchange, said in Beijing yesterday that, while discussions had been moving slowly, there were signs of quicker progress.

Representatives of the CSRC will visit London in July for further talks and there were indications that agreement may be reached this year. Mr Salter said there were no significant obstacles and noted the regulatory frameworks of London and Hong Kong were similar.

China has an agreement with the Hong Kong Stock Exchange under which the listing of Chinese companies is permitted. Beijing also has an agreement with New York and will soon sign a memorandum of understanding with the Australian Stock Exchange.

Mr Salter was attending a symposium on capital markets sponsored by the London Stock Exchange at which the benefits of London listings were outlined. Speakers noted that London offered significant advantages as it was a centre of European finance. Its regulatory requirements were also "less onerous" than those of the US.

Tony Walker, Beijing

Asian expansion for Canon

Canon, the Japanese precision machinery manufacturer, will form marketing joint ventures in the Philippines, Vietnam and India by December, a company spokesman said. The move is part of efforts to raise its sales in the Asia-Pacific region outside of Japan to more than 10 per cent of the total from the current 8 to 9 per cent, he said.

Sales of printers and copiers are expected to rise sharply in these areas, he said, but details of the joint ventures have not yet been decided. Canon already has marketing units in Singapore, Malaysia, Thailand and Hong Kong.

Reuter, Tokyo

Mycom buys UNP stake

Mycom, the Malaysian timber and gaming concern, said yesterday it had agreed to acquire a 60 per cent stake in UNP Plywood for M\$48.3m (US\$19.4m) cash. UNP is involved in the trading and production of high-quality timber products ranging from plywood to sliced veneer, blackboard and fancy plywood, Mycom said.

The company owns an integrated timber complex in the east Malaysian state of Sabah, which includes a mill equipped with a six-line plywood production facility capable of producing about 20,000 cubic metres of plywood and other related timber products per month.

Mycom said the proposed acquisition was most timely as it complemented its recent acquisition of Veramax, which is also involved in the manufacturing of plywood and other related timber products in Sabah. Together, the two acquisitions would give a total combined production capacity of about 500,000 cubic metres per year, the company said.

Reuter, Kuala Lumpur

NTT scotches DBK rumour

Nippon Telegraph and Telephone of Japan is not planning to take a stake in Deutsche Bahn AG's telecommunications unit, DBK, a company spokesman said. The company was responding to a report in a German magazine which said that NTT and other bidders including East Japan Railways, were planning to take a stake of up to 49.9 per cent in DBK.

AFP-Asia, Tokyo

Total Indonesia

Total Indonesia, a unit of France's Total energy group plans to more than double gas production in Indonesia to 2.2bn standard cubic feet per day (scfd) by 2000, Mr Bernard Vitry, president and general manager, said. Total currently produces 1.0bn scfd which includes 800m scfd from the Tuuu field, which is part of the Mahakam block on Kalimantan.

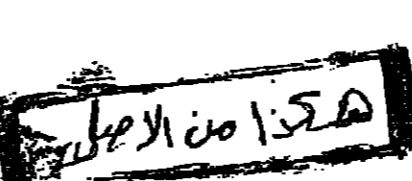
Reuter, Singapore

Advertisement for intrum justitia, including notice to shareholders and contact information for paying agents.

Advertisement for MBE FINANCE N.V. offering Tranche A and B guaranteed dual basis bonds due 2004.

Advertisement for Shearson Lehman CMO, Inc. offering Series F, Class F-1 Floating Rate Bonds due February 20, 2008.

Advertisement for The Royal Bank of Scotland Group plc offering £200,000,000 Floating Rate Notes 2005.



1550

COMPANIES AND FINANCE: UK

British Biotech shares soar

By Daniel Green
The idea that a pill to treat cancer could be on sale in less than three years' time sent shares in British Biotech, its inventor, soaring yesterday.

More than half the 232 patients that have completed 28 days dosing showed a good response to the drug, and that good response correlated statistically with longer average survival times.

But its progress has split the City. Mr Peter Laing, pharmaceutical analyst at Salomon Brothers, the stockbroker: "This price is ludicrous. You can buy US biotech stocks for a quarter of the price."

The company says that if these are a success, the drug could be launched in 1998. Analysts say that if the drug looks good, regulators would allow a launch sooner than that, possibly in 1996.

Allied Domecq sells Continental for £49m

By Christopher Brown-Humes
Allied Domecq, the spirits and retailing group, said it had almost completed its promised withdrawal from food manufacturing after agreeing yesterday to sell its Continental Biscuits unit to Hillsdown Holdings for £49m (\$74.5m).

ment, of £2.9m on sales of £127m in 1995. It operates from 11 factories in Holland, France, Germany and Belgium and has 60 per cent of Hagemann, a German trading and distribution group. Brands include Haut biscuits in the Benelux countries and the French Picard brand of biscuits and toasted bread products.

Thorn EMI shelve plans for FONA sale

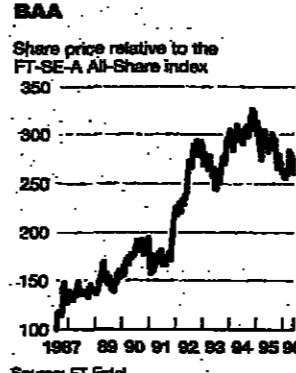
By Alice Rawsthorn
Thorn EMI, the leisure group which plans to demerge its music and rental interests this summer, has shelved plans to sell FONA, its Danish chain of electronics and music stores.

Not killing cells also changes the side-effects of the drug. Some patients suffered hand and shoulder pains which Mr Lewis said were an inflammation of the tendons that may be the result of the drug interfering with the body's attempts to repair itself.

LEX COMMENT

BAA

Another day, another regulatory scare. This time it was the turn of BAA shares to suffer - following a Commons transport committee suggestion that the company's monopoly on London's three principal airports should be broken up.



RESULTS

Table with columns: Company, Shares, Yr, Financial metrics (Revenue, Profit, EPS, Dividends, etc.). Rows include African Gold, British Tele, Chesterfield, etc.

Acorn planning to sell network computer

By Paul Taylor
Acorn Computer, the Cambridge-based technology group that pioneered educational computing in the UK with the BBC Micro, plans to become one of the first companies to sell a network computer - a low-cost easy-to-use device designed to surf the Internet.

He declined to identify the manufacturers of the NetSurfer, however the company has invited bids from a number of potential UK-based suppliers including D2D, the ICL subsidiary.

Polly Peck International (Finance) N.V.

Notice of Annual General Meeting of Shareholders
To be held on Friday, June 7, 1996 at 10.00 a.m. (Curaçao time) at Landhuis Jochim, Keya Richard J. Bousjoun z/n, Curaçao, Netherlands Antilles.

PARANAM COPEL logo and text: SALTO GAXIAS HYDROELECTRIC POWER STATION INTERNATIONAL BIDDING - C-304 SUPERVISION, CONTROL AND PROTECTION EQUIPMENT DELIVERY DATE POSTPONEMENT

We're good to wood

54% Fuelwood, 12% Pulpwood, 7% Other industrial, 27% Sawlogs. Only 12% of the World's production of wood is used in papermaking.

Banco UNB S.A. (incorporated in Argentina as a sociedad anónima) NOTICE OF A MEETING of the holders of the US\$40,000,000 10 per cent. Notes due 1996.

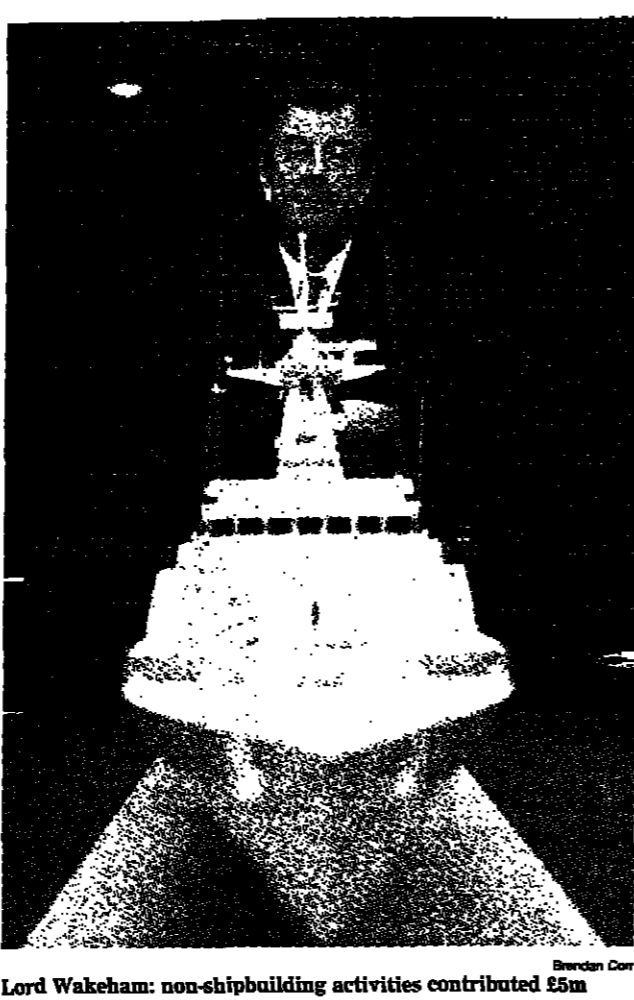
Correction Notice International Bank for Reconstruction and Development ECU 450,000,000 Floating Rate Notes due 2002

GROUP PROFIT BEFORE TAX UP 7.2% AT £994 MILLION. (FROM CONTINUING OPERATIONS) DIVIDEND PER SHARE UP 11%. (4 YEAR GROWTH OF 61%) PROFITS FROM OVERSEAS & FINANCIAL ACTIVITIES NOW 12% OF TOTAL.

COMPANIES AND FINANCE: UK

Vosper moves ahead to £28m

By Tim Burt
Vosper Thornycroft Holdings, the warship builder, yesterday reported a 10 per cent increase in profits in spite of growing competition and overcapacity in defence-related shipbuilding.



Lord Wakeham: non-shipbuilding activities contributed £5m

RJB makes first overseas foray

By Patrick Harverson and Nikki Tait
RJB Mining, the UK's dominant coal mining group, is embarking on its first foray into overseas markets with the purchase of a large stake in an Australian resources company.

Mr Richard Budge, chief executive, said RJB was moving overseas because of the poor expansion opportunities at home, where the group accounts for 85 per cent of all coal production.

Pension costs peg M&S advance

By Christopher Brown-Humes
Marks and Spencer would have broken through the £1bn (£1.52bn) profit barrier for the first time last year if it had not been for additional pension costs, Sir Richard Greenbury, chairman, said yesterday.

European markets, and a weak Canadian performance. Last autumn's warm weather increased the cost of post-Christmas reductions.

ISSUE OF £3,000,000,000
8% TREASURY STOCK 2021

INTEREST PAYABLE HALF-YEARLY ON 7 JUNE AND 7 DECEMBER
FOR AUCTION ON A BID PRICE BASIS ON 29 MAY 1996

PAYABLE IN FULL WITH APPLICATION
With a competitive bid
With a non-competitive bid
Price bid less rebate interest
£100 per £100 nominal of Stock

This Stock will, on issue, be an investment falling within Part II of the First Schedule to the Finance Act 1981. Applications have been made to the London Stock Exchange for the Stock to be admitted to the Official List on 30 May 1996.

1. THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND invite bids for the above Stock.
2. The principal of and interest on the Stock will be a charge on the National Loans Fund, with recourse to the Consolidated Fund of the United Kingdom.

14. Further details of the tax treatment of securities resulting from the stripping of stock of this issue will be determined at or prior to the commencement of an official strips facility. Accordingly, the availability and terms of the extensions in paragraph 8 to 12 above in relation to such stripped securities are subject to modification.

20. NON-COMPETITIVE BIDS
(i) A non-competitive bid, other than one made by a gilt-edged market maker, must be for not less than £1,000 nominal and not more than £500,000 nominal of Stock, and must be for a multiple of £100 nominal of Stock.

APPLICATION FORM
Complete Section 1 or 2, plus Sections 6 and 7. Sections 3, 4 and 5 should be completed where appropriate.

REGULATED FINANCIAL INSTITUTIONS ONLY
Name of Regulator
Membership/Reference Number
Country/Territory of Regulator

REGISTRATION DETAILS
Stock may be registered in the names of individuals or a corporate body.
CAPITAL LETTERS PLEASE
Title (Forename(s) in full) Surname

NOTES
(a) A competitive bid may not be made by an applicant as agent for any third party unless the applicant is a member of the CGO or is a UK or EC regulated financial institution.

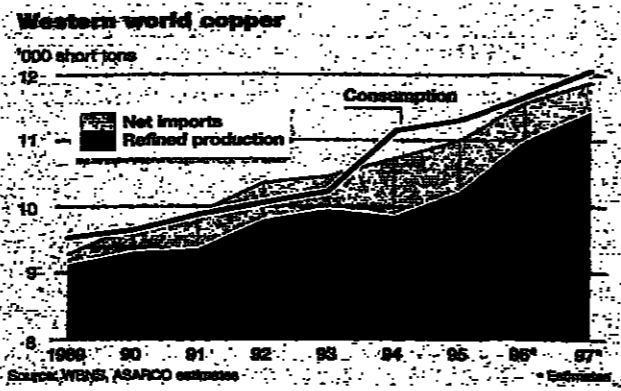
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COMMODITIES AND AGRICULTURE

Asarco boss sees more copper deficits

By Kenneth Gooding, Mining Correspondent. Virtually alone among copper market commentators, Mr Richard Osborne, chairman of Asarco...

China will import 220,000 tons of copper in 1996 and 198,000 tons next year, well above the 1994 and 1995 levels when net imports into China were 105,000 tons and 64,000 tons respectively.



Western world copper consumption, even after ten years of recession, is predicted by Asarco to outstrip supply in the western world by 20,000 tons this year and 71,000 tons in 1997.

EU agri-environment programmes cost £1bn

By Alison Maffland. The money involved is small compared with the ECU5.5bn spent last year on direct payments for arable crops and beef, the OECD said in its annual report on agricultural policies, markets and trade.

The money involved is small compared with the ECU5.5bn spent last year on direct payments for arable crops and beef, the OECD said in its annual report on agricultural policies, markets and trade.

While Sweden, Greece and Belgium emphasise organic farming, France is putting most of its budget towards maintaining extensive grassland, with 17 per cent of agricultural land eligible for payments.

European water under threat from farming

By Frances Williams in Geneva. Eastern European countries could create new environmental hazards if their farmers take up the intensive farming practices common in western Europe, the United Nations Economic Commission for Europe said yesterday.

Food and Agriculture Organisation, says modern agriculture is depleting water resources and causing damaging pollution of water supplies.

resources and a multiplication of droughts," the ECE says. Between 10 and 80 per cent of nitrogen fertilisers end up in groundwater, which makes many water resources unsuitable for drinking.

Norscan pulp stocks fall again

By Robert Gibbens in Montreal. North American and Scandinavian (Norscan) pulp producers' stocks fell in April for the second month in succession but are still too high, analysts here say.

Problems pile up for NZ livestock sector

Many farmers could face forced sales, writes Terry Hall. New Zealand sheep and beef farming - the mainstay of the country's agricultural sector for over a century - is in serious trouble.

The report says farm values have risen by an average 5.3 per cent a year over the past ten years. However, in its latest report the Real Estate Institute said that prices of traditional beef and sheep farms had begun to fall over recent months due to low farm profitability, and many were selling below government valuations.

The ministry confirms this, adding: "Sheep and beef farm values are falling, especially in areas not suitable for forestry or converting to deer or dairy farms."

Western Australian steel deal signed

By Nikki Tait in Sydney. Taiwan's An Feng Steel Company and Kingstream Resources, the Australian exploration group, have signed a formal heads of agreement for the "Midwest iron and steel project", near Geraldton in Western Australia.

COMMODITIES PRICES

Table of commodity prices including Base Metals (London Metal Exchange), Precious Metals (Gold, Silver, Platinum), Grains and Oil Seeds (Wheat, Soybeans, Maize), Softs (Cocoa, Coffee, Sugar), Meat and Livestock (Live Cattle, Hogs, Pigs), Energy (Crude Oil, Heating Oil, Natural Gas), and Precious Metals (London Bullion Market).

COMMODITIES PRICES

Table of commodity prices including Meat and Livestock (Live Cattle, Hogs, Pigs), Energy (Crude Oil, Heating Oil, Natural Gas), Precious Metals (London Bullion Market), and Futures Data (Aluminum, Nickel, Tin, Zinc, Lead, Copper, Silver, Gold, Platinum, Palladium, Uranium, and various oil products).

JOTTER PAD advertisement for HP Hewlett-Packard, featuring a grid pattern and the text 'The solution is HP Computer Systems.'

CROSSWORD advertisement for No. 9,075 Set by CINEPHILE, featuring a crossword puzzle grid and a list of clues.

INTERNATIONAL CAPITAL MARKETS

Most European centres lose their early gains

By Samer Iskandar in London and Lisa Branstan in New York
Most European bonds reversed early gains to end the day mixed or slightly lower.

French bonds reacted positively to Mr Sievert's comments, and received added support from the strength of the dollar against the D-Mark.

down 0.23 in the cash market, the 10-year spread of BTPs over bunds widened by 4 basis points to 317 points.

strategist at Lehman Brothers, said traders had started switching out of BTPs into bonds when the 10-year spread reached an historical low.

on-year in April, in line with expectations. Meanwhile, the Bank of England said it would auction £3bn of the 8 per cent gilt due 2021 on May 29.

bond underperformed other parts of the maturity spectrum. All eyes were on the Federal Reserve, even though the consensus was nearly unanimous on Wall Street that the central bank would leave interest rates unchanged.

Bankers welcome Vietnam debt deal with London Club

By Jeremy Grant in Hanoi

Bankers in Vietnam ought to be breathing more easily with the announcement this week that Hanoi has at last made peace with its London Club creditors over commercial debt of about \$900m.

businesses strong enough to attract foreign bank interest. VNPT is exceptional in that it enjoys healthy revenues from burgeoning international calls.

World Bank makes surprise return to five-year dollar sector

By Conner Middlemann

The World Bank made a dazzling comeback in the five-year dollar sector yesterday, issuing a \$1bn global bond which sold out within hours.

The bonds were priced to yield 7 basis points over Treasuries at the re-offer price. While that appeared tight, joint book-runners CS First Boston and Goldman Sachs said the deal was oversubscribed and that the spread narrowed to around 6.5 basis points.

Ford is also waiting in the wings with a long-planned \$750m five-year deal via Merrill Lynch and Lehman Brothers.

Other dollar deals included a \$300m 10-year issue for the Federal Home Loan Mortgage Corporation via Nomura, yielding 25 basis points over Treasuries, and a \$300m 10-year deal for DSL Bank via Nomura and SBC Warburg, yielding 3 basis points below Treasuries.

The D-Mark sector was also active, with a DMS500m offering for Bayerische Hypothekbank Finance and DM400m for Fried Krupp Finance, the funding arm of the German steel manufacturer.

The unrated Krupp bonds were deemed attractively priced at a spread of 88 basis points over domestic German bonds and, according to lead manager WestLB, saw good retail demand in Germany and Switzerland.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Amount, Coupon, Price, Maturity, Fees, Spread, Book-runner. Lists various international bond issues from countries like USA, France, Germany, etc.

WORLD BOND PRICES

Table showing benchmark government bonds for Australia, Austria, Belgium, Canada, Denmark, France, Germany, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK, and US Treasury.

BOND FUTURES AND OPTIONS

Table showing bond futures and options for US, Italy, Spain, and UK, including call and put prices.

FT-ACTUARIES FIXED INTEREST INDICES

Table showing fixed interest indices for UK Gilts, FT Actuarial, and FT Fixed Interest indices.

GILT EDGED ACTIVITY INDICES

Table showing gilt edged activity indices for various government securities.

US INTEREST RATES

Table showing US interest rates for Treasury bills and bond yields across different maturities.

UK GILTS PRICES

Table showing UK gilt prices for various maturities and types of bonds.

FT/ASIA INTERNATIONAL BOND SERVICE

Table listing international bond issues from various Asian countries.

CONVERTIBLE BONDS

Table listing convertible bonds from various issuers.

OTHER FIXED INTEREST

Table showing other fixed interest instruments like Eurobonds and various international bonds.

DEUTSCHE MARK STRAIGHTS

Table showing Deutsche Mark straight bond issues.

EUROBOND STRAIGHTS

Table showing Eurobond straight bond issues.

EUROBOND CONVERTIBLES

Table showing Eurobond convertible bond issues.

MARKETS REPORT Verbal sum... BASE...

CURRENCIES AND MONEY

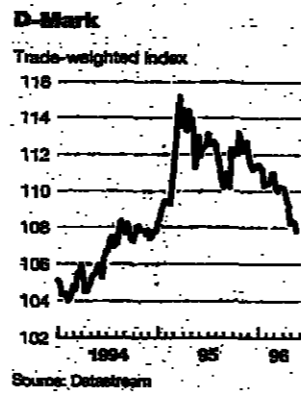
MARKETS REPORT

Verbal support takes dollar to 16 month high

By Philip Gawth
The dollar yesterday rallied to a 16 month high against the D-Mark following verbal support for a stronger dollar from a senior Bundesbank official.

low last year against the yen and D-Mark has been so dogged that it has at times been possible to lose sight of the overall trend. But as recently as last October, the dollar was trading around DM1.38, and in late February it was still down at DM1.45.

While the market remains in favour of a stronger dollar, Mr Richard Koo, senior economist at the Nomura Research Institute in Tokyo, advances a speculative thesis as to why the US government might favour a weaker currency.



Mr Brian Martin, economist at Barclays in London, said that while the trend towards "gradual dollar appreciation" was clearly in place, it was neither Germany or the US's interest to have the dollar appreciate faster.

Mr Koo's premise is that unlike in the Eighties, when Japanese investors "pursued rising values", they now buy when prices are low. Mr Koo presumes that Mr Rubin will have noted this fact, and hence will favour a weaker dollar.

Mr Koo's argument is that unlike in the Eighties, when Japanese investors "pursued rising values", they now buy when prices are low. Mr Koo presumes that Mr Rubin will have noted this fact, and hence will favour a weaker dollar.

WORLD INTEREST RATES

Table of Money Rates for various countries including Belgium, France, Germany, Italy, Netherlands, and the UK. Columns include currency, rate, and other financial indicators.

EURO CURRENCY INTEREST RATES

Table of Euro Currency Interest Rates for various European currencies like Belgian Franc, Danish Krone, D-Mark, etc. Columns include currency, rate, and other indicators.

POUND SPOT FORWARD AGAINST THE POUND

Table showing Pound Spot Forward rates against the Pound for various countries and currencies, including Australia, Austria, Belgium, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table showing Dollar Spot Forward rates against the Dollar for various countries and currencies, including Australia, Austria, Belgium, etc.

THREE MONTH EURO CURRENCY FUTURES

Table of Three Month Euro Currency Futures for various currencies, showing open, high, low, and close prices.

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CROSS RATES AND DERIVATIVES

Table of Exchange Cross Rates for various currencies including Belgium, Denmark, France, Germany, etc.

NOTICE OF FULL REDEMPTION TO THE HOLDERS OF

Tiffany & Co. 6 3/8% Convertible Subordinated Debentures Due 2001. Notice of full redemption to holders, including terms and conditions.

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UK INTEREST RATES

Table of UK Interest Rates for various terms like 3 months, 6 months, 1 year, etc.

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BASE LENDING RATES

Table of Base Lending Rates for various banks and currencies, including Adena & Company, Allied Trust Bank, etc.

THREE MONTH EURO CURRENCY FUTURES

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LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector, including names like Diageo, Heineken, and Carlsberg, with their respective share prices and changes.

BANKS, MERCHANT

Table listing banks and merchant companies such as HSBC, Citigroup, and Royal Bank of Canada, showing their share prices.

BANKS, RETAIL

Table listing retail banks including Lloyds, NatWest, and Halifax, with their share prices.

BREWERIES, PUBS & REST

Table listing breweries, pubs, and restaurants like Asahi, Tennent's, and Wm. Hill, with their share prices.

BUILDING & CONSTRUCTION

Table listing building and construction companies such as Bovis Lend Lease and Bovis Lend Lease Construction, with their share prices.

BUILDING MATS. & MERCHANTS

Table listing building materials and merchants like Bunnings and Wickes, with their share prices.

CHEMICALS

Table listing chemical companies such as ICI, Shell Chemicals, and Dow Chemicals, with their share prices.

DISTRIBUTORS

Table listing distribution companies like Asda and Sainsbury's, with their share prices.

ENGINEERING

Table listing engineering companies such as BAE Systems and Babcock International, with their share prices.

ENGINEERING - Cont.

Continuation of the Engineering sector table, listing more companies like GKN and Rolls Royce.

ELECTRICITY

Table listing electricity companies such as British Energy and EDF Energy, with their share prices.

ELECTRONIC & ELECTRICAL EQPT

Table listing electronic and electrical equipment companies like Agilent and Keysight, with their share prices.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of the Electronic & Electrical Equipment sector table.

ENGINEERING

Table listing engineering companies such as BAE Systems and Babcock International, with their share prices.

ENGINEERING - Cont.

Continuation of the Engineering sector table.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies like Ford and Jaguar, with their share prices.

EXTRACTIVE INDUSTRIES

Table listing extractive industries companies such as Anglo American and Anglo Coal, with their share prices.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

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Table listing engineering companies such as BAE Systems and Babcock International, with their share prices.

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Continuation of the Engineering sector table.

ENGINEERING, VEHICLES

Table listing engineering and vehicle companies like Ford and Jaguar, with their share prices.

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Table listing extractive industries companies such as Anglo American and Anglo Coal, with their share prices.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

HEALTH CARE - Cont.

Continuation of the Health Care sector table.

HOUSEHOLD GOODS

Table listing household goods companies like B&M and Debenhams, with their share prices.

INSURANCE

Table listing insurance companies such as Aviva and Allianz, with their share prices.

INVESTMENT TRUSTS

Table listing investment trusts like Fidelity and Schroders, with their share prices.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

INVESTMENT TRUSTS

Table listing investment trusts like Fidelity and Schroders, with their share prices.

INV TRUSTS SPLIT CAPITAL

Table listing investment trusts with split capital structures, such as Fidelity and Schroders.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

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Table listing household goods companies like B&M and Debenhams, with their share prices.

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Advertisement for Hewlett-Packard and Computacenter. Text includes: 'HEWLETT PACKARD Print leader, performance servers, managed desktops. From the UK's leading provider of distributed IT systems and services. Computacenter'.

Handwritten text at the bottom of the page: '25.50 من اليا'.

LONDON SHARE SERVICE

Handwritten note: 24/11/96

BV TRUSTS SPLIT CAPITAL - Cont.

Table listing BV trusts split capital with columns for company name, price, and other financial data.

LEISURE & HOTELS - Cont.

Table listing leisure and hotels companies with columns for company name, price, and other financial data.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for company name, price, and other financial data.

PROPERTY - Cont.

Table listing property companies with columns for company name, price, and other financial data.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for company name, price, and other financial data.

AIM - Cont.

Table listing AIM companies with columns for company name, price, and other financial data.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for company name, price, and other financial data.

LIFE ASSURANCE

Table listing life assurance companies with columns for company name, price, and other financial data.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging & printing companies with columns for company name, price, and other financial data.

RETAILERS, FOOD

Table listing retailers and food companies with columns for company name, price, and other financial data.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for company name, price, and other financial data.

AMERICANS

Table listing American companies with columns for company name, price, and other financial data.

LEISURE & HOTELS

Table listing leisure and hotels companies with columns for company name, price, and other financial data.

MEDIA

Table listing media companies with columns for company name, price, and other financial data.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for company name, price, and other financial data.

RETAILERS, GENERAL

Table listing general retailers with columns for company name, price, and other financial data.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for company name, price, and other financial data.

CANADIANS

Table listing Canadian companies with columns for company name, price, and other financial data.

Templeton advertisement: Seeking out under-valued investments across the globe. HOW TO INVEST THE TEMPLETON WAY. AS EXPLAINED BY THE UGLY DUCKLING.

TOBACCO

Table listing tobacco companies with columns for company name, price, and other financial data.

TRANSPORT

Table listing transport companies with columns for company name, price, and other financial data.

WATER

Table listing water companies with columns for company name, price, and other financial data.

PHARMACEUTICALS - Cont.

Table listing pharmaceutical companies (continued) with columns for company name, price, and other financial data.

RETAILERS, GENERAL - Cont.

Table listing general retailers (continued) with columns for company name, price, and other financial data.

PROPERTY

Table listing property companies with columns for company name, price, and other financial data.

GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service delivered by FT Index, a member of the Financial Times Group. Company classifications are based on those used for the FT-SE Actuaries Share Index.

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 673 4378 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda funds including Fidelity Cayman Funds Ltd, Royal Bank of Canada O/S Fd Mgrs Ltd, and various other investment vehicles.

GUERNSEY (REGULATED)**

Table listing Guernsey funds including ANZ Mgmt Co (Guernsey) Ltd, Apollo Investment Management Ltd, and various other investment vehicles.

BERMUDA (REGULATED)**

Table listing Bermuda regulated funds including Bermuda Investment Managers Ltd, Global Portfolio Management (Guernsey) Ltd, and various other investment vehicles.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey SIB recognised funds including AIB Investment Managers (Guernsey) Ltd, Adams & Revelle Fd Mgmt (Guernsey) Ltd, and various other investment vehicles.

IRELAND (SIB RECOGNISED)

Table listing Ireland SIB recognised funds including AIB Fund Management Ltd, Lazard Fund Managers (Guernsey) Ltd, and various other investment vehicles.

IRELAND (REGULATED)**

Table listing Ireland regulated funds including AIB Fund Management Ltd, Lazard Fund Managers (Guernsey) Ltd, and various other investment vehicles.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognised funds including AIA Equity & Low Vol Fund Mgrs, Bank of Ireland Asset Mgmt (IOM) Ltd, and various other investment vehicles.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man regulated funds including AIA Equity & Low Vol Fund Mgrs, Bank of Ireland Asset Mgmt (IOM) Ltd, and various other investment vehicles.

JERSEY (SIB RECOGNISED)

Table listing Jersey SIB recognised funds including AIB Fund Managers (C) Ltd, AIA Equity & Low Vol Fund Mgrs, and various other investment vehicles.

JERSEY (REGULATED)**

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LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg SIB recognised funds including AIB Fund Managers (C) Ltd, AIA Equity & Low Vol Fund Mgrs, and various other investment vehicles.

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ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man SIB recognised funds including AIA Equity & Low Vol Fund Mgrs, Bank of Ireland Asset Mgmt (IOM) Ltd, and various other investment vehicles.

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Fidelity Funds - Contd.

Table listing Fidelity Funds including Fidelity International Limited, Fidelity Cayman Funds Ltd, and various other investment vehicles.

Servato Investment SICAV (a)

Table listing Servato Investment SICAV (a) funds including Servato International Selection Fd (a), Servato International Selection Fd (a), and various other investment vehicles.

Fidelity Funds - Contd.

Table listing Fidelity Funds including Fidelity International Limited, Fidelity Cayman Funds Ltd, and various other investment vehicles.

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FT MANAGED FUNDS SERVICE

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Handwritten note: 12/15/96

Main table containing various fund names, descriptions, and prices. Includes sections for 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

Notes and disclaimers regarding fund prices, currency, and availability. Includes text: 'Prices are in US dollars unless otherwise stated...' and 'The fund prices on these pages are also available on the Internet at www.ft.com'.

LONDON STOCK EXCHANGE

MARKET REPORT

FT-SE 100 fails in attempt to penetrate 3,800

By Steve Thompson, UK Stock Market Editor

Outstanding performances from a number of leading stocks, most notably the oil majors, Marks and Spencer, Bank of Scotland and Glaxo, helped to rescue the UK equity market yesterday.

Without the impetus of those stocks, London would have struggled to stay level yesterday, in spite of another strong performance by Wall Street overnight, where the Dow Jones Industrial Average raced higher.

The second line stocks featured three scintillating displays, from British Biotech, Inchcape and Brit-

ish Borneo. But dealers maintained that the market was lacking real upside support and needed another sizeable takeover bid to continue its upward progress.

The FT-SE 100 index took a hard look at the 3,800 level very early in the session, but just failed to attract the crucial level of support needed to propel the index above it.

At the close the Footsie had achieved an 11.3 rise at 3,789.4, recouping almost all of Monday's decline, but the day's performance was still viewed as unconvincing by a number of traders.

They were equally scathing about the performance of the Mid 250 index, which closed 6.9 higher at

4,529.2, in a move that owed much to British Biotech, arguably the day's outstanding individual stock.

"Without the drive provided by Marks and Spencer, which helped the rest of the retail sector, and the US support for oil stocks, it would have been a very tough day for London," said a senior marketmaker.

The 7 per cent gain from Marks and Spencer was worth 5 points on the index, while the rises in BP and Shell were worth 5.2 Footsie points. Allowing for Enterprise Oil and Lasso, the leading index owed all of its gains to M&S and oils.

There was no real support for London from yesterday's performance on Wall Street, which lacked

a decided trend during the afternoon, as the Federal Reserve Open Market Committee meeting got under way. Dealers said they expected no immediate move in US interest rates but were looking for indications of the direction of the next shift in rates. The Dow was up some 8 points well after London closed for business.

A bullish report on its Marimastat anti-cancer drug from British Biotech, the leading UK biotech stock, saw the company's shares post an early gain of nearly 20 per cent, before they turned down and eventually settled around 10 per cent higher on the day.

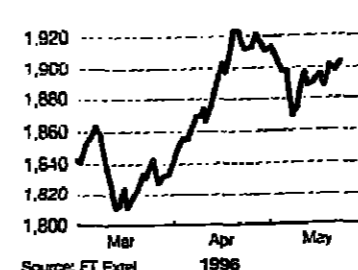
Marks and Spencer, meanwhile,

provided excellent news from the high street, achieving preliminary results at the top of the range of analysts' forecasts, which helped lift the rest of the retail sector.

Marketmakers, increasingly nervous about the potential for rights issues, said the short-term outlook depended on Wall Street and the Footsie's ability to penetrate 3,800. "If the street performs well and we get through Footsie 3,800, then 3,900 could be on the cards," was the view of one senior trader.

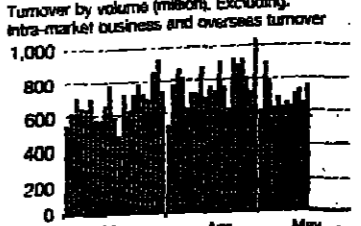
Turnover in equities at 6pm was a lowly 693.2m shares, with non-Footsie stocks accounting for 58 per cent of that figure. Customer trading on Monday was worth £1.85bn.

FT-SE-A All-Share index



Source: FT Extel

Equity shares traded



Indices and ratios

Table with 4 columns: Index Name, Value, Change, and Ratio. Includes FT-SE 100 (3789.4, +11.2), FT-SE Mid 250 (4529.2, +6.9), FT-SE-A 350 (1918.4, +5.0), FT-SE-A All-Share (1903.36, +4.89), and FT-SE-A All-Share yield (3.75).

Best performing sectors

Table with 2 columns: Sector and Change. Includes Oil Exploration (+2.0), Retailers: General (+1.9), Distributors (+1.4), Pharmaceuticals (+1.4), and Oil: Integrated (+1.3).

FT Ordinary index

Table with 2 columns: Index Name and Value. Includes FT Ordinary index (2615.3, +4.3), FT-SE-A Non Fin p/b (3712, +17.09), FT-SE 100 Jun (3789.4, +11.3), 10 yr Gilt yield (8.02, 7.97), and Long gilt/equity yield ratio (2.14, 2.12).

Worst performing sectors

Table with 2 columns: Sector and Change. Includes Water (-1.2), Extractive Inds (-1.2), Electricity (-0.8), Chemicals (-0.8), and Insurance (-0.7).

FUTURES AND OPTIONS

FT-SE 100 INDEX FUTURES (LIFFE) 250 per full index point (AFT)

Table with 6 columns: Month, Open, Settle, Change, High, Low, Est. vol, Open int. Includes Jun, Sep, and Dec data.

FT-SE MID 250 INDEX FUTURES (LIFFE) E10 per full index point

Table with 6 columns: Month, Open, Settle, Change, High, Low, Est. vol, Open int. Includes Jun data.

FT-SE 100 INDEX OPTION (LIFFE) E10 per full index point

Table with 10 columns: Index, Call, Put, Open, Settle, Change, High, Low, Est. vol, Open int. Includes Jun and Sep data.

EURO STYLE FT-SE 100 INDEX OPTION (LIFFE) E10 per full index point

Table with 10 columns: Index, Call, Put, Open, Settle, Change, High, Low, Est. vol, Open int. Includes Jun and Sep data.

BA takes off to new high

Transport leaders British Airways and BAA spun in opposing directions. BA soared to a new all-time high, but BAA, hit by regulation fears, crashed to bottom place in the Footsie rankings.

BA shot forward as analysts surfaced from a long session of number crunching to put a positive gloss on the 1996 results. Volume growth remains strong and, with costs in check and load factors improving, a number of profit estimates were tweaked higher.

UBS and BZW both upgraded forecasts for this year and next, and NatWest Securities put out an "add" note. The shares closed 13 higher at 569p in 84m traded.

In contrast, BAA moved sharply lower in the second heaviest turnover of the year, following calls for wider airport ownership from a parliamentary review.

The spectre of unfavourable regulation comes at a time when BAA is already under attack for its latest diversification into direct retailing. The shares tumbled 17 to 507p in 11m traded.

Some brokers saw the shake-out as a buying opportunity and there were clear signs of a two-way pull yesterday. BAA touched 502p at one stage.

Leading oil stocks gained ground after Iraq and the UN signed a long awaited agree-

ment to allow Iraq to sell \$2bn of oil over a 180-day period to pay humanitarian needs.

While the more is expected to depress crude oil prices, uncertainty about the issue has forced down oil company shares over the past few weeks and yesterday's sector gains - following buying in the US on Monday night - represented what one analyst described as "a sigh of relief that this issue is finally over".

There were also some big short positions in the market. BP was further helped by a change of heart from NatWest Securities, which changed its recommendation on the company from "hold" to "buy".

The shares gained 9 to 578p, while Shell Transport improved 10p to 937p and Enterprise 12 to 472p.

However, SGST was bemused by the share price strength and commented: "To assume [the effect of the UN agreement] is all in the price and now we know the worst seems illogical and irrational."

The broker advised clients to pocket profits. Marks and Spencer, the UK's largest clothing retailer, reached an all-time high, up 29p to 462p, after pleasing the market with annual results which were at the very top end of forecasts.

The retailer, a weathervane for the industry, had underperformed the sector and the market since late 1994.

Uncertainty over clothing sales was diminished, with analysts - also heartened by Next's agm statement last week - responding well to the chairman alluding to positive current trading.

UBS, which welcomed the

turnaround in the group's US activities, put the stock back on its "buy" list and upgraded its forecast by 75m to £1.25bn, while ABN Amro Hoare Govett said it was looking for £1.13bn rather than £1.07bn.

Beneficiaries included Storehouse, up one penny at 333p, and Kingfisher, ahead 14 at 608p in trade of 2m shares. Next rose 3 to 549p. Dixons, which has benefited from reports of rising sales of personal computers in the UK, firming 3 to 496p.

British Biotech jumped 75p in early trading after the company announced positive results from Phase II trials of its marimastat cancer drug, and said it would shortly begin definitive clinical trials.

But many analysts remained sceptical about the valuation of the stock. One commented: "If you relate it to the US drug sector, you are looking at a

FINANCIAL TIMES EQUITY INDICES

Table with 10 columns: Index Name, May 21, May 20, May 17, May 16, May 15, Yr ago, High, Low. Includes Ordinary Shares, Ord. div. yield, P/E ratio, and Ordinary Share index.

Table with 10 columns: Index Name, May 21, May 20, May 17, May 16, May 15, Yr ago, High, Low. Includes SEAO bargains, Equity turnover, and Shares traded.

Table with 10 columns: Index Name, May 21, May 20, May 17, May 16, May 15, Yr ago, High, Low. Includes FT-SE AIM, FT-SE 100, and FT-SE Mid 250.

Table with 4 columns: Index Name, May 21, High, Low, Yr ago. Includes FT-SE AIM, FT-SE 100, and FT-SE Mid 250.

London market data

Table with 4 columns: Index Name, May 21, High, Low, Yr ago. Includes FT-SE AIM, FT-SE 100, and FT-SE Mid 250.

very overvalued situation". By the close, the shares had lost some of their puff but still ended 285 higher at 3315p.

The rest of the biotechnology sector was dragged along in British Biotech's wake. Chiroscience was marked up by 40 at one stage, but finished 15 lower on balance at 506p. Shire rose 20 to 221p.

Inchcape, a volatile performer since last year's profit warnings, surged almost 8 per cent after an upbeat annual meeting statement and reiterated buy advice from Merrill Lynch. The stock closed 16 better at 286p, against a 52-week high of 360p.

Among building materials stocks, Blue Circle eased a penny to 361p ahead of today's annual meeting. A badly handled trade was said to be the main reason for an 8 slide to 230p in Caradon, the day's FT-SE Mid 250 backmarker.

British Steel was the second worst performing Footsie stock, shedding 5 to 176p in solid volume of 4.5m shares.

There was said to be US sellers around, and SBC Warburg reiterated its sell stance. Food manufacturer Unigate came under pressure, as the UK government moved to raise the stakes in the beef dispute. The shares fell 9 to 416p.

With a large part of the group's trading profits derived from the sale of dairy products, dealers suggested concerns surrounding the stock were two-fold. Those fearing a big cattle cull is still on the cards suggested such a move would soon hit milk production.

Others pointed to the continuing downturn in sales of UK dairy products in countries such as France and Germany which could dent Unigate's earnings in such markets.

Unilever appreciated 10 to 1228p. The company said it had agreed to buy Finepat, which holds a 50.1 per cent stake in Biopac, a French manufacturer of frozen bakery products.

Profits warnings floored two smaller electronics stocks. Bulgfin "A" fell 6 to 17p after indicating lower first-half earnings, and a cautious statement from Neotronics sent the shares down 18 to 50p.

Footweariness continued in the footwear industry as another company warned about future profits. Following last week's grim forecast from Chamberlain Phipps, PII Group said it would make an operating loss of around £1m for the year before costs. The shares tumbled 16p to 263p.

Encouraging revenue and advertising figures from the industry saw Capital Radio, the principal pure radio play in the sector, rise 12 to 733p.

Southern Electric fell 19p to 760p in a friendless sector, with some dealers pinning the blame on Credit Lyonnais Laing.

Laing denied it had said anything at all. But one sector spe-

cialist pointed out that, on a yield of 6 per cent against a sector yield of 6.8 per cent and with National Power's 8 per cent stake overhanging the share price, Southern looked expensive.

Public houses group Enterprise Inns jumped 14 to 197p after it announced a deal to acquire John Labatt (JLR) from Interbrew.

The purchase virtually doubles the size of Enterprise in a single year, and is to be partly funded through a one-for-six rights issue at 153p a share. The company also reported improved interim profits.

MARKET REPORTERS: Peter John, Joel Kibazo, Jeffrey Brown, Lisa Wood.

LONDON RECENT ISSUES: EQUITIES

Table with 10 columns: Issue Name, Price, Yield, Div. Yield, etc. Includes F.P. 212, F.P. 147.1, F.P. 13.2, etc.

RECORDS MINES INDEX

Table with 10 columns: Index Name, May 21, May 20, May 17, May 16, May 15, Yr ago, High, Low. Includes Gold Mines Index, Regional Indices, and FT Gold Mines Index.

Copyright: The Financial Times. Unlisted 1996. FT Gold Mines Index is a trademark of The Financial Times Limited. Figures at brackets show number of companies. Data US Dollars. Base Value: 100000. 31/12/92. 17m. Latest prices were unavailable for this sector. Market closed 09:00hrs, Canada.

Advertisement for Republic of Croatia City of Split City Council. Includes text: 'INTERNATIONAL BIDDING for lease of the Banovina Office Building in Split', 'International bids are invited for the lease of the Banovina Office Building in Split...', and contact information for the City Council.

TRADING VOLUME

Major Stocks Yesterday

Table with 4 columns: Stock Name, Vol. 000s, Yesterday, Day's change. Includes BAA, British Airways, BT, etc.

FT-SE Actuarial Share Index

Table with 10 columns: Index Name, May 21, May 20, May 17, May 16, May 15, Yr ago, High, Low. Includes FT-SE 100, FT-SE Mid 250, etc.

Hourly movements

Table with 10 columns: Index Name, Open, 9.00, 10.00, 11.00, 12.00, 13.00, 14.00, 15.00, 16.00, High/Low/Day. Includes FT-SE 100, FT-SE Mid 250, etc.

FT-SE Actuarial 350 Index baskets

Table with 10 columns: Index Name, Open, 9.00, 10.00, 11.00, 12.00, 13.00, 14.00, 15.00, 16.00, Close, Previous, Change. Includes Bldg & Constrn, Pharmaceuticals, etc.

Additional information on the FT-SE Actuarial Share Index

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Based on trading volume for a selection of major equities

Table with 4 columns: Index Name, Vol. 000s, Yesterday, Day's change. Includes BAA, British Airways, BT, etc.

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NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock name, price, change, and volume. Includes sections for NYSE, NASDAQ, and various market indices.

Advertisement for Hewlett-Packard featuring the slogan 'Perfect synergy' and 'If the business decisions are yours, the computer system should be ours.' Includes the HP logo and website URL.

Advertisement for BPO (Business Process Outsourcing) with the text 'BPO' and 'Business Process Outsourcing'.

Continued on next page

JP 11/15/50

4 pm close May 21

NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'T', 'U', 'X', 'Y', and 'Z'.

NASDAQ NATIONAL MARKET

4 pm close May 21

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', and 'Z'.

AMEX PRICES

4 pm close May 21

Table of AMEX stock prices including columns for stock name, price, change, and volume.

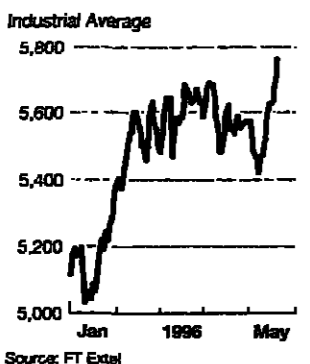
Advertisement for 'Portugal' featuring a map and text: 'Have your FT hand delivered in Portugal. Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day. Hand delivery services are available for all subscribers in the business centres of Lisbon, Oporto, the Algarve and in Funchal. Please call +351 01 840 82 84 or fax +351 01 8404579 for more information. Financial Times. World Business Newspaper.'

AMERICA US equities steady ahead of FOMC

Wall Street

US equities hovered near to Monday's closing levels in mid-session trade as investors awaited the conclusion of the Federal Reserve's Open Market Committee meeting...

Dow Jones



meeting, but economists remained divided about the direction of interest rates through to the end of the year. Therefore, many were hopeful that the Fed would release some indication of its view of the economy at the conclusion of the meeting.

Stocks derived little direction from the bond market, which was also relatively flat. Among individual shares, oil companies in the Dow gave up some of the strong gains made on Monday after the conclusion of the United Nations deal to allow Iraq to sell oil to raise money for humanitarian aid.

Texasco receded 5 1/4% to \$85. Wellpoint Health Networks, a California health maintenance organisation (HMO), soared 12 1/4% to 48 per cent to \$38 1/4 as the HMO's parent, Blue Cross of California, completed its conversion to a for-profit company.

Valueet shares climbed 1 1/4% to 14 per cent to \$12 1/4, regaining some of the ground lost in the days since one of the airline's DC-9s crashed in the Florida Everglades, in spite of news that one of the company's founders had sold 1.5m shares on Monday.

Dayton Hudson rose \$3 or 3 per cent to \$105 after the retailer reported stronger than expected first-quarter earnings of 49 cents a share.

Canada

Toronto was firm in midday trade, having been propelled to stronger territory in early trade by Wall Street's gains on Monday. The TSE-300 composite index was 9.4 higher by noon at 5,229.90 in volume of 41.9m shares.

Analysts noted that oil and gas issues remained strong in spite of news that the United Nations and Iraq had worked out a deal to allow Baghdad to resume exporting limited amounts of oil. One dealer said that while oil prices could drop, they were still higher than a year ago.

Mexico City ahead

Stocks in Mexico City remained in good spirits as the IPC index rose 1.4 per cent at the opening, before some profit-taking emerged to take the market back down to 3,347.82 at midday for a gain of 31.7. Volume was 16m shares.

Leading gainers were Valle B, a bottling company, and Banaco B, a financial group. SAO PAULO was weaker at midday, although investors were confident that Light, the Rio de Janeiro power distributor, would be privatised later in the session. The Bovespa

S African industrials find favour

Johannesburg's industrial shares made a comeback in late trading as blue chip stocks returned to favour on futures-related trade. However, losses in the gold sector deepened as bullion disappointed and the rand remained steady.

The overall index ended 17 down at 6,553.8, industrials recorded their first gains for a week, picking up 17 at 7,740.2, and golds lost 51.8 at 1,948.3. Analysts said that market

index was off 401.80 at 56,155. The Light sale has so far been marred by postponements and discussions on legal issues raised by both investors and labour unions in the last few months. Analysts expect the bourse to continue upwards but felt some profit-taking could occur.

Volume of 403m shares, against 391m, remained relatively thin as domestic investors in the textiles and warehousing sectors refrained from accumulating positions ahead of Friday, the peak time for corporate announcements of earnings results for the year to March.

The Topix index of all first section stocks gained 0.26 at 1,689.80 and the Nikkei 300 rose 0.26 to 312.23. Declines led advances by 604 to 438, with 186 issues unchanged.

In London the ISE/Nikkei 50 index firmed 0.21 to 1,475.50. Speculators focused on laggards in the textiles and warehousing sectors. Warehouses posted the largest gain of the day, with Mitsubishi Warehouse and Transport up 2.0 to 171.90 and Mitsui-Soko rising 1.8 to 170.60.

Among textiles, Toho Rayon strengthened

EUROPE Frankfurt makes running with spurt to peak

A stronger dollar contributed to FRANKFURT's gains. The Dax index finished 20.78 up at 2,570.78, having hit an all-time high of 2,571.75 during the day. The record breaking streak continued in the lull, with the market hitting 2,572.51, before closing at 2,564.12. Turnover was DM10.6bn.

With the market in a good mood, analysts were revising year-end Dax targets, from around 2,800 to 2,700. RWE gained DM1.05 to DM61.45, as the group reported a net profit of DM622m for the nine months to the end of March 1996. Mannesmann made up an early loss to post an Ibis gain of DM5.10 at DM538.10 on first-quarter results.

Lufthansa added DM1.70 at DM247.70 after announcing that it had narrowed its first-quarter loss to DM49m, compared with DM55m in the same period last year. BRUSSELS was driven up 1 per cent, with the Bel-20 index making 20.37 to 1,761.39, in turnover of BFR2.9bn.

Electrabel, the electricity utility, firmed BFR30 to BFR71.80 as a number of investors moved in ahead of tomorrow's dividend payment.

ASIA PACIFIC

Y26 to Y58 and Mitsubishi Rayon Y10 to Y45. Many banks were weaker ahead of Friday's earnings announcements. Although the institutions are expected to write off a bulk of their year-end debts, some industry analysts remain bearish due to their exposure to non-bank lenders and the expected fund raising through preferred stock.

Dai-ichi Kangyo Bank rose Y10 to Y1,990, but Bank of Tokyo Mitsubishi dipped Y20 to Y2,510 and Fuji Bank Y20 to Y2,400.

Investors were discouraged by the expected lifting of Iraq's oil sanctions, and profit-taking depressed oil refiners and distributors, which had gained ground during the past few trading days due to higher oil prices. Nippon Oil shed Y3 to Y2,050 and Cosmo Oil softened Y2 to Y878.

In Osaka, the OSE average slipped 42.79 to 33,433.35 in volume of 85.6m shares.

The Nikkei 225 average rose 112.74, or 0.5 per cent, to 22,091.74, recovering the 23,000 level for the first time in three trading days. The index moved between 21,892.58 and 22,196.04.

Although early trading remained dull due to the bearish tone carried over from Monday, demand from foreign brokers and arbitrageurs lifted prices in the afternoon. Volume of 403m shares, against 391m, remained relatively thin as domestic investors in the textiles and warehousing sectors refrained from accumulating positions ahead of Friday, the peak time for corporate announcements of earnings results for the year to March.

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Among textiles, Toho Rayon strengthened

trigger an unnecessarily sharp correction at some later point.

PARIS confirmed that Monday's fall was a technical reaction, as the CAC-40 index picked up 9.12 to 2,129.71 and turnover improved to FFR5bn.

The oil stocks were favoured as Elf Aquitaine made FFR7 to FFR389 and Total rose FFR5.20 to FFR357.20. Credit Local shares rose FFR18.10 to FFR111.20 as the company forecast higher results for 1996, following a good first four months of the year.

LISBON climbed to an all-time high, with institutional demand seen for Portugal Telecom and Sonae, the industrial group. The BVL-30 index moved ahead 13.84 to 1,882.69 in turnover of Esc6bn. Brokers said that demand for PT up Esc20 to Esc3,700, after touching a record high of Esc3,715, had been driven by foreign investors ahead of the second stage of privatisation: a 21.7 per cent stake is to be sold on June 11.

Sonae has been pushed higher since the group announced restructuring measures last week. The stock touched an all-time peak of Esc3,894 before closing Esc60 up at Esc3,975.

MILAN edged down, awaiting a further batch of May inflation data from five cities after Monday's news on inflation in Milan. Turin and Trieste failed to match the most optimistic expectations. The Comit index fell 4.57 to 669.53, with investors also awaiting today's speech from Prime Minister Romano Prodi, in which he is expected to outline the new government's policies.

Montedison surrendered L5.7 to L985.4 after the Cofeluf hedge fund said that it had 4.8 per cent of the group's shares but no agreement with other shareholders to pressure the management to break up the company.

Ansaldo Trasporti forged ahead L100 to L2,238 on Monday's news that it and CS, of France, were to group their signalling activities into one company, creating the biggest

manufacturer in the sector after Siemens. ZURICH finished little changed, unable to maintain its best levels of the day, as attention focused on SBC and speculation that the bank might spin off its retail business. The SMI index turned back from 3,605.2 to close 3.3 ahead at 3,687.3.

SBC registered shares ended SF2.25 higher at SF228.75; after the market closed, the bank confirmed widespread expectations with news that it is to split its group activities into four divisions, including a retail sector.

MADRID hit its second successive record high. The general index added 0.99 to 363.95 and the IbeX-35 firmed 11.70 to 4,155.15. However, turnover was down to Ptas88.8bn from Monday's Ptas48bn. Electrical

FT-SE Actuaries Share Indices

Table with columns for May 21, May 20, May 17, May 15, May 14, May 11, May 10, May 9, May 8, May 7, May 6, May 5, May 4, May 3, May 2, May 1. Rows for FT-SE Actuaries 100, FT-SE Actuaries 200, FT-SE Actuaries 300.

utilities led the way and Iberdrola rose Pta10 to Pta1,295. HELSINKI finished a lively session weaker, as cyclical slid in response to the strong markka and Raisio finally succumbed to profit-taking. The Hex index lost 8.05 to 2,017.39.

Daiwa Europe said, however, that it expected the Hex index to rise by between 5 and 8 per cent by the end of the year. Daiwa, which said that it was overweight in Finnish equities, added that it had raised its market earnings estimates for 1996 by 9 per cent following the first-quarter results for leading companies, and had also nudged up 1997 projections.

Raisio saw an end to its remarkable run, giving up FM3 to FM301, Nokia picked up another FM0.70 at FM182.50. AMSTERDAM moved forward to another record high as major stocks were helped by the dollar. The AEX index firmed 3.66 to 561.84.

Royal Dutch, for instance, rose FI 2.80 to FI 258.30, and KLM added 60 cents at FI 61.30 as speculation re-emerged about a possible strategic link with British Airways.

STOCKHOLM was led lower by falls in Astra and Ericsson in a correction from Monday's

decline in Telkom, the composite index losing 0.40 at 617.29. Telkom was off Rp60,675 on volume of 6.1m shares after an intra-day low of Rp3,676.

BOMBAY retreated as it became clear that the ruling BJP government was unlikely to win a crucial confidence vote, due in parliament by May 31.

The BSE-30 index shed 23.24 to 3,671.95 as dealers reported an absence of demand from foreign and domestic funds.

KARACHI was weaker on position-squaring. The KSE-100 index fell 21.55, or 1.3 per cent, to 1,703.16.

China's local currency A shares, available only to domestic investors, tumbled on profit-taking after their recent strong run. SHENZHEN's A index dropped 8.21 per cent and SHANGHAI's A index was down 6 per cent.

trigger an unnecessarily sharp correction at some later point.

It is also dangerous to attempt to influence long-term interest rates directly by fostering expectations that money-market rates will be lowered further. Over the medium term, the only way to hold down rates at the long end of the market is to ensure success on the price-stability front and to convince the markets that this will be maintained.

Record unemployment and a stagnating economy have put the Bundesbank under enormous pressure to steer an expansionary monetary course. However, a marked deviation from a neutral stance for any length of time would raise the danger of a sharp adjustment later - which would cancel out any benefits in terms of growth and employment. There is no need, therefore, to re-cast the underlying philosophy of German monetary policy, which has clearly been successful.

The key elements of the economic-policy conception are easily outlined. First, the various domains of public policy should do what they are best equipped to do; accordingly, monetary policy ensures that, from the monetary angle at least, inflation is held in check. Second, the Bundesbank can best support the goals of reasonable economic growth and a high level of employment by resisting the temptation to fine-tune the economy. Its proper role is to exert a stabilizing influence by adopting a medium-term approach geared to potential output and

it should withstand the temptation to take the problems created by short-term fluctuations of money demand as an excuse for using monetary policy as an all-purpose tool.

In less than three years, the Bundesbank could be replaced by the European Central Bank, which is intended to keep up the good work of the Bundesbank under a new name. Thus, there is all the more need, both now and in the years ahead, for Germany's central bank to set high standards - by maintaining its successful track record in holding prices stable and through unwavering adherence to its fundamental approach to monetary policy.

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COMMERZBANK German know-how in global finance

FT-SE ACTUARIES WORLD INDICES

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Table with columns for NATIONAL AND REGIONAL MARKETS, US, EUROPE, ASIA, OCEANIA, AFRICA, MIDDLE EAST, DOLLAR INDEX. Rows for various countries and regions with columns for Index, % change, and High/Low.

VIEWPOINT

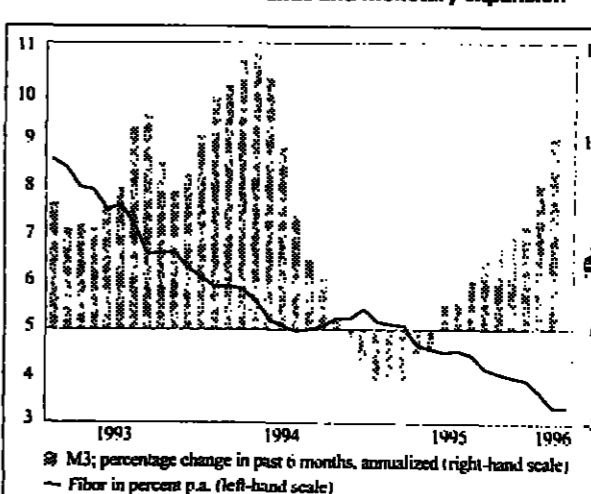
Commerzbank's focus on German and European economic issues 5/96

The Bundesbank should stick to its guns

Record unemployment and a stagnating economy have put the Bundesbank under enormous pressure to steer an expansionary monetary course. However, a marked deviation from a neutral stance for any length of time would raise the danger of a sharp adjustment later - which would cancel out any benefits in terms of growth and employment. There is no need, therefore, to re-cast the underlying philosophy of German monetary policy, which has clearly been successful.

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Interest rate for 3-month funds and monetary expansion



It should withstand the temptation to take the problems created by short-term fluctuations of money demand as an excuse for using monetary policy as an all-purpose tool. In less than three years, the Bundesbank could be replaced by the European Central Bank, which is intended to keep up the good work of the Bundesbank under a new name. Thus, there is all the more need, both now and in the years ahead, for Germany's central bank to set high standards - by maintaining its successful track record in holding prices stable and through unwavering adherence to its fundamental approach to monetary policy.

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COMMERZBANK German know-how in global finance

German tax faces opposition from federal states

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